



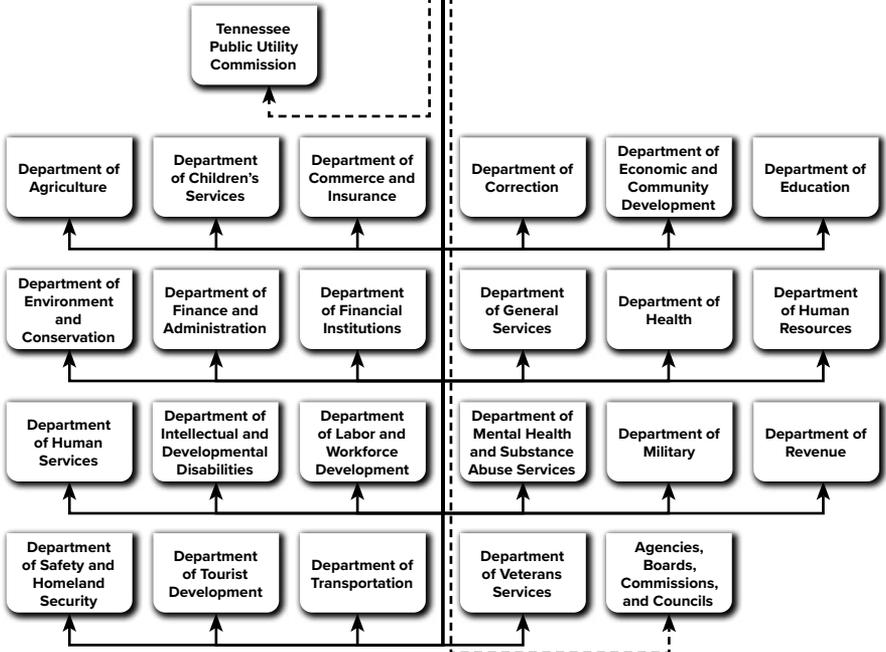


SECTION II

Executive Branch



Executive Branch
Governor



Introduction

When you think about state government, you may think of the highway near your home, the state park your family is planning to visit, or one of the state colleges or universities. State government delivers many different services and touches our lives in many ways.

The following pages describe the major departments and agencies that make up the executive branch of state government. These administrative divisions are directed by the governor and the governor’s appointees.

The state constitution divides the powers of state government into three distinct branches—the legislative, the executive, and the judicial. The legislative authority of the state is vested in a General Assembly, and the judicial power of the state is vested in a Supreme Court and a system of other courts established by the Legislature.

In the case of the executive branch, the constitution places the “supreme executive power” of the state with the governor. “Executive” means empowered to administer or to carry out certain duties or functions. The governor and his executive branch agencies “execute”—administer—laws, mandates, and new programs created by the General Assembly by statute.

The executive branch delivers a wide range of services to citizens, and it employs more than 39,000 people in twenty-two cabinet-level departments and other agencies.

On the following pages, you will see how such a large organization fits together. You will also find addresses, phone numbers, websites, and email addresses for the agencies and programs with services, if you would like to learn more.



Bill Lee
Governor

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Bill Lee (R)

Governor of Tennessee

Bill Lee is seventh-generation Tennessean and 50th governor of Tennessee. He was raised in Franklin where he still resides today with his wife Maria on his family's farm. He's the proud father of four adult children (Jessica, twin sons Jacob and Caleb, and Sarah Kate) and five grandchildren.

After attending Williamson County Schools, Governor Lee attended Auburn University, where he studied Mechanical Engineering. After graduation, he returned home to Franklin to join the family business his grandfather started in 1944, a comprehensive mechanical construction service company. He became president of Lee Company in 1992.

Now, Governor Lee is focused on several priorities including good jobs, great schools, and safe neighborhoods so we can keep Tennessee moving in the right direction.

This year, Governor Lee passed a series of legislative initiatives to strengthen career and technical training, expand school choice, pursue criminal justice reform, improve public safety and sharpen the effectiveness of government. His administration is also focused on the accelerated transformation of rural Tennessee.

The governor and first lady are people of strong faith. They are active in Grace Chapel Church and in numerous faith-based ministries, which have taken them all over the world to serve people in need, including to Africa, Haiti, Central America, and the Middle East.

Duties of the Governor

"The supreme executive power of this state shall be vested in a governor."

This sentence in the Tennessee Constitution best describes the awesome responsibility of the governor, who, more than any other individual, is responsible for the operation of state government. The governor's duties, responsibilities, and authority are defined in the Tennessee Constitution. It governs issues ranging from the governor's qualifications to the right to convene the General Assembly in extraordinary session.

The governor is responsible for the enforcement of laws, the collection of taxes, and the general well-being of citizens. These responsibilities are entrusted to a Cabinet that includes the commissioners of the various departments and the governor's staff.

Intangible qualities that the governor should possess include the ability to lead and create an atmosphere of unity among the state's citizens; the energy to participate in various functions, both in Nashville and around the state; the compassion to

understand problems and to assist in their solutions; the enthusiasm necessary to motivate others; and the ability to communicate with all segments of society.

The Constitution clearly defines the tangible responsibilities of the governor. For example, “He shall be commander-in-chief of the Army and Navy of the state, and of the Militia, except when they shall be called into the service of the United States.”

In the Constitution, the General Assembly has the sole authority to pass laws, and the courts of the state have the sole authority to try cases. However, the governor has considerable influence in both areas. The governor is expected to recommend legislation and has the authority to veto bills that have been passed and that, in his judgment, are not in the best interest of all citizens. The governor also has the authority to appoint judges and chancellors to fill vacancies in the courts, with confirmation by the Tennessee General Assembly. The governor has the right to grant executive clemency, as well as the power to grant post-conviction reprieves and pardons, except in cases of impeachment.

The governor is the people’s spokesman in national matters and their representative when a single voice is needed in matters of concern outside the state’s boundaries, including labor and management, industry, agriculture, and business.

The governor appoints commissioners to head the various departments and assist in the operation of government. They report directly to the governor or an executive staff member. The governor and the executive staff occupy offices in the Capitol. The executive offices are on the first floor, and the legislative chambers are on the second. Commissioners’ offices are generally located near Capitol Hill.

The governor also appoints members to boards and commissions to assist in governmental operations. Many boards and commissions regulate personal services performed in the state. Some boards and commissions are official agencies of the state, and others are semiofficial.

The boards and commissions on which the governor serves include the State Funding Board, State Building Commission, Board of Equalization, Tennessee Local Development Authority, and the School Bond Authority. He also chairs the Board of Regents and the University of Tennessee Board of Trustees.

The Constitution provides that the governor “shall be at least thirty years of age, shall be a citizen of the United States, and shall have been a citizen of this state seven years next before his election.”

Candidates for governor must first obtain their party’s nomination in an August primary election, and then must run against the nominees of other parties in a November general election. The governor is limited to two four-year terms. The governor may receive an annual salary of approximately \$190,000, as well as an official residence and funding for its operation.

The Tennessee Constitution provides that, in the event of a vacancy in the office of governor, the speaker of the Senate assumes the office. Next in the line of succession are the speaker of the House of Representatives, the secretary of state, and the comptroller.





Maria Lee

First Lady of Tennessee

Maria Lee

First Lady of Tennessee

Maria was raised in Silver Spring, Maryland as one of five children. After graduating high school, she attended the University of Maryland where she studied Elementary Education. It was her heart for service that brought her to Nashville, Tennessee where she led girls in a youth ministry discipleship. Maria later became a third and fourth grade teacher at a local school where she also coached track.

Maria and Bill married in 2008. They are active members of Grace Chapel Church and are involved in numerous faith-based ministries that have taken them all over the world serving those in need. Maria currently serves on the board of Friend2Friend Book Project, a mission devoted to delivering uplifting literature to children and their families suffering from medical hardships.

During her first year as First Lady of Tennessee, Maria Lee introduced Tennessee Serves, a three-part initiative to serve, highlight, and mobilize Tennesseans to serve one another and volunteer in their communities.

In partnering with county mayors and local nonprofits, Lee traveled the state to participate in recommended service projects tailored to the needs of each community with a special focus on distressed counties. Lee also worked to highlight the countless people and organizations already making a difference in their communities by showcasing their efforts on her website and social media platforms.

By personally devoting her time to service projects and highlighting ways others can get involved, Lee hopes that Tennessee Serves will act as a mobilization mechanism to increase volunteerism across the state. To that end, Lee launched the Tennessee Kids Serve Summer Challenge where rising kindergartners through sixth graders were asked to devote a portion of their summer break to service. Top participants joined Governor and First Lady Lee at the Tennessee Residence for a celebration in September.

Lee is committed to the work behind Tennessee Serves and looks forward to expanding her initiative's reach in the years to come.

First Lady's Office Staff



**Ann Marie
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Communications
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Maddie Burnett
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Manager



Anna McDonald
Chief of Staff



Amy Stewart
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Ella Watkins
Executive Assistant
to the First Lady

The Tennessee Residence

The Tennessee Residence is located on a 10-acre hillside site in a residential area of Nashville. The Georgian Colonial brick and stone home was built by businessman William Ridley Wills, founder of National Life and Accident Insurance Company. The three-story, sixteen-room home was originally known as Far Hills for its magnificent views of surrounding scenery before being bought by the state of Tennessee in January 1949 for \$120,350. To date, ten governors and their families have lived and worked in the Tennessee Residence: Gordon Browning, Frank Clement, Buford Ellington, Winfield Dunn, Ray Blanton, Lamar Alexander, Ned Ray McWherter, Don Sundquist, Bill Haslam, and Bill Lee.

Over time, the Tennessee Residence has hosted thousands of Tennesseans and held numerous official functions for distinguished guests, including Presidents John F. Kennedy, Lyndon Johnson, Ronald Reagan, and Bill Clinton; Vice President Al Gore; legislative leaders; numerous governors; religious figures such as Reverend Billy Graham; entertainers including Elvis Presley and Dolly Parton; and other distinguished dignitaries from Tennessee and around the world.

During Phil Bredesen's term (2003–2011), the Tennessee Residence underwent a major renovation led by First Lady Andrea Conte and the Tennessee Residence

Foundation. Conservation Hall, a 14,000-square-foot subterranean meeting and banquet facility, was built under the front lawn of the Tennessee Residence as part of the renovation project. The space is used to entertain during large events on the property and features artwork by Tennessee artists throughout the venue.

In Bill Haslam's term (2011–2019), First Lady Crissy Haslam led renovation efforts of the residence's gardens and grounds including restoration of the historic Lily Pond Garden, Great Lawn, and Secret Garden. Mrs. Haslam also added a greenhouse, herb garden, and cutting garden to serve fresh fruits and vegetables in-house. The Tennessee Residence offers free historical tours on Tuesdays and Thursdays as well as field trip tours on Wednesdays and Fridays upon request.





State of the State Address

Governor Bill Lee

March 4, 2019

“Tennessee Can Lead The Nation”

Lieutenant Governor McNally, Speaker Casada, Speaker Pro Tem Haile, Speaker Pro Tem Dunn, Members of the 111th General Assembly, Justices, Constitutional Officers, friends, guests, fellow Tennesseans:

Tennessee’s voters and its constitution have given me the responsibility of delivering this address evaluating where we are as a state and recommending action to make us even better.

I am grateful for this opportunity to serve, and it is my high honor to be here tonight.

There’s a scripture that encourages us to consider others as more important than ourselves.

Before I begin tonight, I’d like to acknowledge the woman in my life who embodies that most, my wife and the first Lady of Tennessee, Maria.

You and I have a First Lady who is deeply committed to serving this state purposefully and she challenges me every day to likewise govern with purpose.

Thank you, Maria. I love you.

And let me say welcome and thank you to my Cabinet and my staff; you’re doing an excellent job and you make us all proud.

The year my oldest daughter Jessica turned 16, she and I took a father-daughter trip for her birthday. We had both been through some very personal and tragic struggles and we decided to do something that would be “overcoming.”

We travelled to Wyoming to the Grand Teton National Park to climb one of the tallest mountains in the United States.

It’s a difficult and technical climb, and we spent months preparing both physically and mentally.

The apex of our trip would carry us to 14,000 feet above sea level. Our first day we hiked up to 11,000 feet to make our camp for the night.

As we neared the basecamp, our guide, probably sensing my nervousness, pulled me aside and said something very important.

He said, “You need to make a decision that you’re going to make this climb before you get to the base camp.

“Because when you get there you’re going to look up at the Grand Teton, and it’ll look like a massive granite spire that sticks straight up higher than you ever imagined, and you’ll feel very intimidated.

“If you have the tiniest doubt in your mind that you can do it as you’re hiking up there today, then once you stand at the base camp tonight and look up, you’ll be convinced that you can’t possibly climb that thing.”

He told me I needed to decide right then and there whether I was going to finish the climb.

I did decide, and we did finish and let me tell you, like everything that’s difficult, the view from the top was well worth the climb.

As a state, our challenges, too, are difficult, and the climb will require great effort, but Tennessee is a remarkable place, with remarkable people.

Now, I think we can all agree that while important things happen in the halls of government it is actually what happens outside these walls that makes Tennessee truly great.

Nearly every Friday since we took office, Maria and I have left this building to meet Tennesseans in their communities to learn more about what makes our state work.

We met a soybean farmer in Lauderdale County who navigates the Mississippi floodwaters to pull in a harvest and carry on our proud agricultural tradition.

We met a third-grade teacher in North Nashville who works over time to ensure their students are reading at grade level and continue to be the fastest improving students in the nation.

We met a small business owner in Jamestown who employs fellow neighbors and keeps the backbone of the Tennessee economy running strong.

And so, as a lifelong Tennessean, when I reflect on our state, I see her people and I am filled with pride.

To our elected leaders in this room and the many Tennesseans watching from their homes, I am proud to report after seeing with my own eyes: the state of our state is hopeful, prosperous, and strong.

God has truly blessed us—our economy is growing, our schools are improving, our natural resources are abundant and beautiful; indeed, we are the envy of many states.

But while our prosperity should be celebrated, it should not be taken for granted, for it was not granted to us.

Our prosperity has been hard won. From the first settlers in the 1790's to the leaders of past and present, many have contributed to the success we now enjoy.

Our military veterans living, and remembered, deserve the most honored place among those we thank for serving.

We recognize the service of our heroes, and I'd like to talk about one family in particular who has embodied that service and sacrifice.

U.S. Navy Lieutenant Richard C. "Tito" Lannom of Union City was reported missing as of March 1, 1968, during the Vietnam War.

The Obion County native was assigned to Attack Squadron Three Five aboard the USS *Enterprise* aircraft carrier and was on an A-6A aircraft on a night mission over North Vietnam.

Like many, he did not come back.

Lannom and the pilot were declared missing after a search and rescue mission failed to locate their plane.

He was 27 years old.

In 2017, the Vietnamese excavated a crash site on Tra Ban Island and were ultimately able to identify Lannom in September of last year.

This past weekend, our state had a memorial service for him.

After more than 50 years, Lieutenant Lannom's final resting place is home, on Tennessee soil, where he belongs.

Please join me in pausing to remember Lt. Lannom and the sacrifice he and so many others have made for our country.

Now, please join me in recognizing the family of Lt. Tito Lannom who has come from across Tennessee to be with us—thank you all for the sacrifices you've made and for being here tonight.

Indeed, this is a remarkable state with remarkable people, but past success should not be taken for granted and future success should not be assumed.

We can be glad for the things we've done that have brought us to this point, but we must also recognize that new accomplishments will be required from the leaders of today if we are to reach our full potential tomorrow.

Maybe the key question before us is whether we will stand here and enjoy the view from this far up the mountain or push ahead to new heights and new prosperity.

My encouragement to you—to all of us—is that we press higher.

A stronger education system; a better prepared workforce; a system of justice that lives up to its name; and safe neighborhoods across our state.

These and more goals are within our reach if we unite behind a common vision.

In addition to delivering this address, I have the task of proposing to you a state budget.

By God's favor our state is in a strong financial position, and I believe my proposed budget reflects that.

Managing a budget is one of the most important jobs of government and proposing a fiscally responsible budget is one of the most important jobs of a governor.

And as a conservative businessman, I know a good budget needs to pay for what is needed, take on zero long-term debt, and, perhaps most importantly, save for a rainy day.

As our state continues to grow, we are committed to remaining among the most fiscally sound and best managed states in America.

We live in prosperous days, but it's precisely during these times when we must build up our storehouses for when times may not be as good.

For that reason, I am particularly proud of this: in my budget, we are making the largest single contribution to our Rainy Day Fund in the state's history.

When this budget is implemented, our Rainy Day Fund will be \$1.1 billion—the largest it has ever been in both real dollars and as a percentage of our overall revenue.

This budget is fiscally conservative and stays within the Copeland Cap, which as you in this room know is in our state's constitution as a guardrail against out-of-control government spending.

I have said many times that Tennessee can and should lead the nation, and this budget will help us do that.

In particular, there are four things in my budget and legislative agenda that I believe we must do if that goal to lead the nation is to become a reality.

First, Tennessee must deliver a world-class education and that education must be aligned with the needs of the job creators of today and tomorrow.

To accomplish that, our students need more guidance, our teachers and principals need more support, and our parents need more choices.

I've spoken often about the four out of ten students who will not attend college.

For them, we must vastly strengthen our vocational, technical, and agricultural offerings to make sure they are career-ready.

After 35 years in the private sector, I know the job market can change quickly and education must stay in sync with industry.

When companies like Google, Apple, and IBM no longer require a college degree for many high-skilled jobs, we know we need to think differently about how we approach preparing our kids for careers.

Elementary and middle schools need to begin skills training earlier and, from top to bottom, high school needs to look a lot different.

In that spirit, I'm proposing the Governor's Investment in Vocational Education—the GIVE Act.

The GIVE Act is a \$25 million investment to increase the number of young adults earning an industry certification and entering a career within one year of high school graduation.

Another one of our goals is to put Tennessee in the top half of states for technology sector job creation by 2022.

To that end, I recently announced the Future Workforce Initiative, a \$4 million effort to increase science, technology, engineering, and mathematics—STEM—training in K–12 schools.

The Future Workforce Initiative will add 100 new CTE programs, grow the number of teachers qualified to teach work-based learning and computer science classes, and expand access to AP courses and early postsecondary options for high schoolers.

We are also investing in agricultural education by allocating new recurring funding for both FFA and 4-H youth programs.

These programs and others like them are so important, and it takes the work of dedicated teachers and principals to make sure our students are being well prepared.

One such teacher is Dan Smith from Dyer County and he's an example of the thousands of dedicated teachers we are fortunate to have in this state.

Dan is a horticulture and agriculture teacher at Dyer County High School and is a former agriculture Teacher of the Year, because of his exemplary work with students.

He has coordinated massive plant sales, integrated master gardeners, and landscaped his entire school, and that's just the beginning.

He's a pillar in his community. He embodies the term—Agricultural Education.

He is with us here today, and please join me in thanking him for his years of dedicated work to improve the lives of the students of Tennessee.

Many students will go to college, and for that group we want to provide world-class higher education options across our state.

We must continue to invest in our outcomes-focused approach to funding higher education, which is why we've set aside \$34 million new dollars in this budget to fully fund our higher education institutions.

We will also invest more than \$12 million dollars in financial aid to add nearly 7,000 students in need to those we help attend college or obtain a certificate here in Tennessee.

We are also adding resources to help prepare disadvantaged students for college, so they can best take advantage of the opportunities they earn.

We're making CTE a major priority, but we also want to do other things well.

I fundamentally believe that every child ought to have access to a great, traditional public school.

And so, even as we consider expanding options in this state, we must redouble our efforts to make sure that public schools in Tennessee are well-resourced and that Tennessee teachers and principals are the best and most celebrated in the business.

First and foremost, we are fully funding the Basic Education Program and recommending \$71 million for a well-deserved 2.5% pay raise for teachers.

Additionally, to support educators and school leaders, we are proposing investments in the professional development of rural principals and expansion of the Rural Principal Network.

In response to the increasing needs of our lowest-performing 5% of schools, we are investing \$5 million into improving student and teacher support in our priority schools.

Across our state, we have qualified educators and leaders who are making the sacrifice to serve on local school boards and bring their ideas to the table.

Later this month, I will send a letter to every school board member and superintendent in this state, seeking their input on what is working and what should still be done to make Tennessee the home of the best public schools in America.

To those of you listening today, please know I look forward to personally reading your responses.

In my budget, I propose a three-year pilot program to provide critical student support services to high school students in our 15 distressed counties.

These funds will be matched by private donations and will allow us to provide meaningful support while also measuring the positive effects of this pilot program.

I've often said that education is about more than a test score, but test scores can provide valuable data to both teachers and students when used properly.

Later this month, tens of thousands of students will be completing their end-of-course testing to help ensure that they are receiving the quality education they deserve.

There has been lots of frustration around the administration of the state test in recent years, and I share in that frustration.

My Commissioner of Education is working tirelessly to prepare for this year's test, but more importantly to finalize the procurement process for selecting a new test vendor for next year and beyond.

But while the execution must get better, we must remain committed to the notion that you can't improve what you don't measure.

Going forward, our focus will be on executing a testing regimen that is trustworthy, helpful, and on time.

Whatever else happens in the classroom, the safety of our children and teachers is paramount for my administration and for all of our elected leaders.

For that reason, I am asking the legislature to join with me to fund an additional \$30 million investment in our school safety fund and to prioritize the districts with schools who currently have no school resource officers on duty.

Together, we can make sure every school is a safer place for our children.

In my inaugural address, I said that Tennesseans would have to be bold, courageous, and strong in the face of today's biggest challenges.

One of those challenges is closing the gap between the quality of education offered to students regardless of their zip code.

Tennessee has led the nation with important K–12 education reforms over the last decade, and we have seen the payoff: our student outcomes have been among the fastest improving.

But sustained improvement requires constant innovation, and we must keep looking for the next game-changer.

Parents need more choices with respect to the education of their children and those options should be well-funded and highly accountable.

Students have different needs and abilities, and our education system should mirror that diversity as best as possible.

I believe highly accountable public charter schools are a great model for expanding choice without sacrificing quality, and I've seen firsthand how they can dramatically impact the life and trajectory of a student.

In my budget, we are doubling the amount of public charter school facility funding and I will support legislation this year that makes it easier to open good charter schools and easier to close bad ones.

But we should do even more.

Nearly one in three students born into poverty does not finish high school, and a student that doesn't finish high school is much more likely to stay in poverty.

Low-income students deserve the same opportunities as other kids, and we need a bold plan that will help level the playing field.

We need to change the status quo, increase competition, and not slow down until every student in Tennessee has access to a great education.

We're not going to get big results in our struggling schools by nibbling around the edges.

That is why we need Education Savings Accounts in Tennessee, this year.

ESAs will enable low-income students from the most underperforming school districts to attend an independent school of their choice at no cost to their family.

I know there's concern that programs like this will take money away from public schools, but my ESA plan will invest at least \$25 million new dollars in public schools in the first year to fill the gap when a student transfers to another school.

My ESA plan will strengthen public schools and provide choices for parents at the same time.

Creating competition will provide a new incentive for schools to improve and provide new opportunities for thousands of students.

Members of the legislature: now is the time.

Let's make this the year that every student in Tennessee has a chance at a great education, no matter where they live.

Another important issue in education is curriculum.

We should continue to root out the influence of Common Core in our state, but there's another issue we should be mindful of as well.

During the past two years of traveling on the campaign trail, an issue I was constantly asked about was civics and character education.

At face value, this may seem like a small issue.

However, in the last year it was reported that young people between the ages of 18 and 29 in this country have a more favorable view of socialism than capitalism.

And last week I read about a recent study that said in 49 of 50 states a majority of residents would fail the U.S. citizenship test.

I can't help but feel that these two statistics are somehow connected.

President Reagan said that freedom is never more than one generation away from extinction.

This demands answering an obvious question: how will our children know of our cherished American values if we do not teach them?

We all desire a more perfect union, but we cannot expect future generations to build upon the incredible progress our country has made if we fail to teach them the history and values that made it possible.

So, let me say this: whatever may be going on in other states or in our nation's Capital, in this state, our children will be taught civics education, character formation, and unapologetic American exceptionalism.

We are beginning that effort by creating the Governor's Civics Instructional Seal which will recognize schools that excel at teaching civics education.

I said there are four things we must do if we want to lead the nation. First, we must build a better education system. Second, we must build a criminal justice system that is tough, smart, and above all, just.

For decades, this country has been too willing to fight crime on the surface alone—"lock 'em up and throw away the key."

Now, in more ways than one, we're paying the price for that.

Tennessee is currently incarcerating more people for longer than we ever have and the population in our county jails is growing daily.

In fact, at the bottom of this hill begins the most incarcerated zip code in America. Incarceration can have a generational impact.

Children with an incarcerated parent are at greater risk of being incarcerated themselves.

And besides the human cost, there's the actual cost.

Incarcerating an adult in Tennessee costs \$28,000 taxpayer dollars per year.

Incarcerating a juvenile for a year can cost many times more than that.

And for all the trouble and cost, what are our criminal justice outcomes?

Violent crime is up. Recidivism is high. Jails are struggling to make ends meet.

Let me be clear, the punishment for violent crime must be swift and severe, but we must also get better at helping those who will be released prepare to reenter society, not reenter prison.

It's past time that our state's elected leaders speak with one voice on this important issue: when it comes to reforming our state's justice system, the cost of doing nothing isn't zero.

Crime victims pay the price. Families pay the price. And taxpayers pay the price.

In my proposal to the legislature this year, I recommend a series of smart reforms that will make a big difference.

One area of reform my administration will address is our use of community supervision for low-risk offenders.

Community supervision allows us to provide the corrections oversight necessary to hold someone accountable for their crime without incurring the economic and social cost of incarceration.

It costs about 20 times more to incarcerate someone than to put them under community supervision, and the latter leads to better outcomes.

One of the first things we will do is add funds to the Electronic Monitoring Indigency Fund and add the use of GPS monitoring so that low-risk, non-violent individuals can keep their jobs and provide for their families instead of spending unnecessary time in jail.

Of those who are incarcerated, 95% are not serving a life sentence and will eventually come out and we need to be sure they are prepared for that.

Why? Because every successful reentry means one less crime, and one less victim.

My commitment to having fewer crime victims in this state is reflected in a proposed expansion of education and reentry counseling opportunities in our prisons.

Educational attainment for incarcerated people can reduce their risk of recidivism by up to 43%.

Another important part of successful reentry is stable employment.

For that reason, we have introduced a bill eliminating the expungement fees for those already eligible under the law to alleviate the cost burden of getting back on their feet.

We must also take bold steps to stop the scourge of drugs illegally trafficked into our state.

I pledged to make Tennessee a state that drug traffickers fear, and I will make sure that our prosecutors and our law enforcement have the tools they need to make that a reality.

We are increasing the penalties on dangerous drugs like fentanyl and making it clear that we will have no leniency on high-level drug dealers who target the residents of this state.

And we need more than just strong laws to keep our communities safe; we also need strong law enforcement.

It is no secret that Tennessee lags other states on law enforcement and corrections pay, which impacts our hiring and retention rates.

We are increasing investments in correctional officer pay and training opportunities, and this budget calls for new investments in our law enforcement capacity, improving the in-service training pay supplement, providing new funding to support the increased demands of our Drug Overdose and Violent Crime Task Forces.

Furthermore, tomorrow morning, I will sign an Executive Order creating a task force to address the growing fiscal and social costs of incarceration.

I appreciate the focus placed on these issues by members of the General Assembly and our Supreme Court in recent years, and it is time to move forward in a comprehensive way.

This task force will be led by Judge Brandon Gibson from my office and will include crime victims and their families, members of the General Assembly, state agencies, law enforcement, community and faith-based programs, and, yes, even former inmates.

Fundamentally, this task force will recommend legislative and budgetary changes that will help reduce recidivism, make our communities safer, and save tax dollars.

I know we can do things differently, because I've been involved with groups who have made a difference.

Nonprofits like Men of Valor in Nashville are helping those who enter prison be better prepared to reenter society.

The recidivism rate of Men of Valor's program graduates is less than one-third of the statewide average.

One person who benefited from this group is a man named Marcus Martin.

Marcus was incarcerated for five years.

By his own admission, he was on a quick path back to prison, until he got involved with Men of Valor.

Now, on the outside for 16 years, Marcus is a full-time prison minister, helping and making a huge impact on those still on the inside.

Marcus Martin is here with us tonight—Marcus, please stand and be recognized.

Marcus, thanks for what you're doing.

My fellow Tennesseans, this is a story of redemption, this is a story of Tennesseans helping other Tennesseans.

It's also a story of fiscal responsibility... and common sense.

We need more of these stories, and when we get them, it won't be surprising to see that our crime and recidivism rates start going down.

And my administration will do more than talk about how important we think these issues are.

We intend to be national innovators and leaders in showing how people throughout our state—the volunteer state—are willing to partner together to serve one another.

Tonight, I'm proud to announce that we are launching the Volunteer Mentorship Initiative to equip Tennesseans throughout our state to mentor fellow Tennesseans who are currently in prison.

And I'm signing up tonight as the first volunteer.

This initiative will begin by working with Tennessee-based nonprofits to pair degree-seeking inmates with mentors on the outside as they seek better opportunities for themselves during their time in prison and their first days back in their communities.

I am pleased to announce that Senator Mike Bell and Representative Michael Curcio have graciously agreed to be the honorary co-chairs of the Volunteer Mentorship Initiative.

And I am even more proud that every member of my senior staff has enthusiastically agreed to join this program as our first batch of new mentors.

Tonight, I'm asking members of our General Assembly and every Tennessean who desires to prayerfully consider volunteering to join this effort.

As our state has shown before, we can change the course of history and the destiny of people when we step up, volunteer, and serve one another.

The challenge ahead of us is great, but the urgency of the situation is greater, and I know we will rise to meet the challenge.

For this issue, the admonition to we public servants is clear: do justice, love mercy, walk humbly.

First, education. Second, justice. And third, every Tennessean should have access to high-quality health care they can afford.

This is an ambitious goal that no state has accomplished, and Tennessee will not accomplish it overnight.

We will work with patients, providers, and payers to establish Tennessee as a world-class health care market for our people using transparency and competition.

To begin this process, I have asked our Finance and Administration Commissioner, Stuart McWhorter, to chair a Healthcare Modernization Task Force that will work closely with private sector stakeholders, policymakers, and communities across the state to develop a list of reforms and critical investments.

In the short-term, there are several things we can do to move Tennessee toward having better health outcomes.

So that more uninsured Tennesseans have access to quality primary and preventative-care services, we are providing additional funding to our health care safety net which supports community and faith-based care centers serving those who do not have health insurance coverage.

We will continue to work with the General Assembly and with Washington to look for waiver opportunities that help us increase insurance coverage without big government strings attached.

We will also be exploring ways to build off the important efforts of the Trump administration to promote price transparency.

Another way to lower health care cost is to combat Medicaid fraud.

Tackling fraud in Medicaid is particularly important as we work to prevent the fraudulent distribution of opioid medications.

To support that effort, we are creating 24 new positions in the state's Medicaid Fraud Control Unit.

Together these efforts will place downward pressure on the cost of coverage.

I am also committed to working with our rural communities to ensure that they have quality health care that meets their current and future needs.

Despite the closure of rural hospitals across the state and country, there are many opportunities to transform care in these communities through smart reforms, increased innovation, and a new business model.

Addressing these challenges requires a long-term approach, and we have already taken steps that will deliver real progress this year.

For one, I'm proposing \$20 million to boost broadband accessibility which will make technology like telemedicine more accessible and practical.

We are increasing, by as much as \$8.6 million, funding for graduate medical education at Tennessee's medical schools and critical incentive programs that provide financial support to resident physicians who commit to living and working in our rural communities.

By increasing the supply of care that reflects the needs of rural communities we will be driving down the overall cost of care.

Our focus on economic development and vocational education will also drive better health outcomes as individuals are increasingly able to get higher paying jobs that provide greater stability and access to coverage.

Too often, the conversation around health care focuses exclusively on physical health.

Physical well-being is important, but a national conversation around mental and behavioral health is long overdue.

Nearly 300,000 Tennesseans are facing serious mental health challenges, and far too many are slipping through the cracks.

I made a vow on the campaign trail to strengthen the mental health safety net and I intend to do just that.

In this budget, I am recommending an increase of \$11 million in recurring funds to our Behavioral Health Safety Net and our Regional Mental Health Institutes.

These investments will help us serve thousands more of our most vulnerable Tennesseans, most of which do not currently have health insurance.

Tennessee's suicide rate is 20% higher than the national average.

For that reason, I'm proposing a \$1.1 million investment that will expand the state's partnership with the Tennessee Suicide Prevention Network to establish a new regional outreach model and increase the Department of Mental Health and Substance Abuse Services' efforts.

To truly be champions of mental and behavioral health, we must put everything we have behind defeating the opioid crisis in Tennessee once and for all.

We must continue to make progress in preventing addiction, and I will defend the smart limits on prescriptions passed by this legislature.

In this budget, we'll also work to address the other victims of the opioid crisis—the dependent children of those addicted.

We recommend expanding our investment in the Safe Baby Courts initiative to support vulnerable infants and are including \$5 million dollars in new funding to address a rising caseload in our Department of Children's Services.

Also, as we begin to see an increasing rise of students entering kindergarten facing challenges from prenatal drug exposure, I recommend that we invest an additional \$6 million dollars in our Early Intervention Services for schools.

These investments will make Tennessee a healthier state, and when we're healthier it's good for Tennesseans and it's good for the bottom line.

Fourth and finally, when we have accomplished these and many other goals, what remains expected of us is that government be operated with integrity, effectiveness, and as little cost as possible.

Fundamentally, we believe government exists to protect our liberties—not to grant favors, not to build kingdoms, and not to needlessly interfere with the lives of our citizens.

To be sure, the voters did not send us here to create more government.

No, they sent us here to protect their freedoms and protect their hard-earned money.

I've long believed that Tennessee's most precious natural resource is our people.

Many of our people can be found at nonprofits in this state who are doing, with excellence, jobs that government cannot or should not do.

So, to help protect taxpayer dollars and to engage some of our underutilized citizens, one announcement I am particularly excited to make is the Governor's Office of Faith-Based and Community Initiatives.

This office will leverage the nonprofit community and help us unleash the potential of all Tennesseans to get involved to not only make lives better for their fellow citizens but to reduce the responsibilities and ultimately the size of government.

I'd like to close tonight with two short stories.

This last month we have seen record rainfall across our state.

Many areas have flooded, others have dealt with mudslides, water treatment plants have failed, and some of our neighbors have lost loved ones.

Our hearts are with those hurting families, and with all others who are still cleaning up, even tonight.

And we're grateful to the first responders, state employees, and everyday citizens who were there during the storms and who are supporting that clean up.

A few weeks ago, amid some scary moments, one state employee jumped in to help.

When the flooding started in Dickson County, Lt. Travis Plotzer of the Tennessee Highway Patrol was at a flooded roadway on Highway 48.

He went into chest deep water to help rescue motorists stranded on top of their vehicles.

He didn't hesitate to be the first one to help.

He showed what it really means to be a public servant; he showed what it really means to be a leader.

Please join me in recognizing Lt. Travis Plotzer from Dickson County.

For 35 years prior to becoming governor, I worked in a family-owned company that I led for 20 of those years.

Last month, for the first time in 35 years, I missed our annual, all-employee gathering.

I'll be honest with you—it was bittersweet.

But that same day, Maria and I had the privilege to host at our new home the Governor's Excellence in Service Award winners from each of Tennessee's 23 departments.

We went around the room and listened as each one introduced themselves and explained their jobs but what struck me most was not what they did, but the passion with which they did it.

Those dedicated individuals and others like them that I've met since remind me that government itself is not a solution to our problems; "we the people" must solve our own problems.

And while our state government is far from perfect, one thing I have learned during my first two months in office is that Tennessee has the most committed, hardworking group of state employees in the country and I am proud to be serving alongside them.

As my daughter and I neared the end of our climb up the Grand Teton, we came to a place famous for its very narrow ledge.

To make it worse, there's a section in part of the ledge that has a 1,000-foot "exposure", which is evidently climber-speak for a 1,000-foot fall if you take a wrong step.

The point is, the only way to get across it was to set your face forward against the mountain and step sideways across the gap—and whatever you do, don't look down.

As a state, we find ourselves in a very strong position, with a very nice view.

We can choose to sit here and enjoy it, or we can choose to step across the ledge and move to higher, better ground.

But if we decide to go higher and farther, we must resolve to not look back, and not look down.

If we lead Tennessee well, Tennessee may well lead the nation.

My prayer is that we will all work together to do just that.

May God bless you, and may God bless the great state of Tennessee.

Thank you and good night.

The Governor's Staff

Lang Wiseman

Deputy to the Governor and Chief Counsel

As Deputy to the Governor, Lang Wiseman assists the Governor in his day-to-day duties and acts as a liaison between the Governor's office, the legislature, and the various departments and agencies in state government. As Chief Counsel, Wiseman is also responsible for coordinating the legal affairs of the Executive Branch and advising the Governor on legal, political, legislative, and other matters. He assists in the development, drafting, and implementation of legislation, and oversees the Governor's relations with the Judiciary, the Attorney General and Reporter, and District Attorneys General. He also assists the Governor in judicial appointments and reviews requests for executive clemency.

Prior to his appointment, Wiseman was a founding partner at the Memphis law firm Wiseman Bray PLLC, serving clients in business and commercial litigation, insurance coverage disputes, wrongful death litigation, business matters, and election law. Wiseman previously worked at Baker Donelson Bearman & Caldwell, P.C., after serving as Counsel to the Governmental Affairs Committee of the United States Senate. He was formerly a Law Clerk to Judge Harry Wellford of the United States Court of Appeals for the Sixth Circuit.

Wiseman graduated with honors from Harvard Law School after attending the University of Tennessee on a basketball scholarship, where he was a co-captain and finished as the 24th leading scorer in UT history. He was a three-time Academic All-SEC and All-America selection and was named Top Graduate of the College of Business.

Previous community involvement includes service on the University of Tennessee Board of Trustees, the Governor's Council for Judicial Appointments, and the State Board of Education, as well as holding various bar association and local community leadership positions.



Blake Harris

Chief of Staff

Blake Harris is the Governor's Chief of Staff. He is responsible for managing the day-to-day operations and overall strategy of the Governor's office. Prior to joining the Lee administration, Harris served as Executive Director of the Bill Lee Transition Team and as the political strategist for the successful gubernatorial campaign.

Harris previously founded a leading public affairs company in Alabama that represented top clients across the Southeast. He is a graduate of Harding University and the Cumberland School of Law at Samford University. He is an Alabama native and currently resides in Brentwood, TN with his wife and three children.



Butch Eley*Chief Operating Officer*

Butch Eley is the Chief Operating Officer for the State of Tennessee. In this role, Butch is responsible for working with departmental commissioners to design a framework that translates strategy into operational priorities and then implementation. He takes an enterprise-wide view of government operations in supporting change and making government work better for its customers and constituents.



Prior to joining Governor Lee's administration, Eley was a Founder and CEO of Infrastructure Corporation of America (ICA). Headquartered in Nashville, ICA was one of the nation's leading infrastructure asset maintenance management companies with comprehensive asset management contracts throughout the country.

Eley was also a partner and eventually President at the Ingram Group, a premier public affairs and advisory firm in Tennessee. At the Ingram Group, he specialized in helping companies interact with government.

Eley has devoted much of his career to creating positive change for communities through public service at both the federal and local levels, focusing on transportation policy, economic development, and planning issues.

Eley earned both a bachelor's and an MBA from Belmont University in Nashville. In his spare time, he and his wife, Ginger, enjoy traveling and spoiling their two grandkids.

Brandon Gibson*Senior Advisor*

Brandon O. Gibson is Senior Advisor to Governor Bill Lee, working primarily on Governor Lee's rural and criminal justice initiatives.

Prior to joining Governor Lee's administration, Gibson served on the Tennessee Court of Appeals for over four years after being appointed to the court by Governor Bill Haslam. She served as the chair of the Board of Judicial Conduct and co-chaired the Tennessee Bar Association's Public Service Academy and Leadership Law program.



Prior to her service on the court, she practiced law in West Tennessee. A native of Dyersburg, Gibson earned her bachelor's degree and master's degree in agribusiness from Mississippi State University and her law degree from Southern Methodist University.

Gibson serves on the board of directors of the Governor's Books from Birth Foundation and on the advisory council of Leadership Tennessee. She and her husband are the parents of one daughter and live on a farm in Crockett County.

Chris Walker*Communications Director and Senior Advisor*

Chris Walker serves as Communications Director and Senior Advisor to the Governor. In this role, he oversees communications for the Lee administration and assists in an advisory role on multiple issues.

Prior to joining the administration, Walker worked as a strategic communications and research consultant in Nashville, working with corporate clients, leading national and state-based think tanks, state and federal political campaigns, political parties, and advocacy groups.

Walker served two Tennessee U.S. Senators, having worked as a special assistant for former Senator Fred Thompson and as a communications advisor for former Senator Bill Frist. He also served as press secretary for U.S. Senator Richard Burr (NC), served in the George W. Bush administration as a public affairs officer at the Department of the Treasury and as a defense fellow in the White House Liaison Office at the Department of Defense.

He is a graduate of the University of Tennessee and lives in Nashville with his wife and two children.

**Tony Niknejad***Policy Director*

Tony Niknejad serves as Policy Director for Governor Lee and is responsible for leading the development of the Governor's policy agenda. Prior to his role in the administration, Niknejad served as the policy director for the successful Bill Lee for Governor campaign and as a member of then Governor-elect Lee's transition team. Niknejad previously worked for a national education-reform nonprofit, and as a legislative staffer in the Tennessee state senate.

Niknejad is a member of the State Bar of Tennessee, a graduate of Vanderbilt University Law School, and earned his bachelor's degree at the University of Georgia where he studied economics and philosophy. He and his wife, Cristina, are residents of Nashville.





Liz Alvey
Legislative Counsel



Lindsey Anderson
Assistant Scheduler



Laine Arnold
Press Secretary



Liz Ashwood
Policy Analyst



Jessica Bader
Executive Assistant
to the Chief of Staff



Emily Byrge
Assistant for
Legislation



Wendy Carter
Assistant for
Constituent Services



Brittany Collins
Senior Legislative
Liaison



Daphne Cooper
Deputy Assistant for
Administration



Jade Cooper
Deputy Director of
Appointments



**Anna Catherine
Davenport** Executive
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Garnett Decosimo
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Alec Richardson
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Callon Schmid
Legislative Liaison



Joseph Williams
Director of External
Affairs



Meredith Vitale
Assistant for
Constituent Services



Department of Agriculture

As Tennessee's first state agency, the Tennessee Department of Agriculture (TDA) promotes responsible uses of its agricultural and forest resources, develops economic opportunities, and ensures safe, dependable food, fuel, and fiber. Tennessee's farming industry is diverse, with products ranging from cattle and poultry to tomatoes and honey. The department helps protect the farming industry and Tennesseans by ensuring food safety, proper pesticide use, fuel quality, and fairness in the marketplace. The department supports the state's rural economy through farmer and forest landowner incentive programs, agribusiness development, and promotional activities to expand markets.

The department is divided into four major program areas: Administration, Forestry, Business Development, and Consumer and Industry Services.

Tennessee Agriculture

Tennessee's top agricultural products include soybeans, broiler chickens, cattle and calves, corn, cotton, hay, greenhouse and nursery products, dairy products, tobacco, and a variety of fruits and vegetables. Agricultural production alone generates more than \$3.7 billion annually in farm cash receipts. Food manufacturing, marketing and distribution, forestry-related industries, equine, and other agricultural products make the economic impact much greater.

International trade has a significant influence on Tennessee agriculture, as exports of raw agricultural commodities generally total more than \$2 billion annually.

Farming and forestry dominate Tennessee's landscape, with farm production occurring on 69,983 farms. More than 10.9 million acres, or about forty percent of the state's land area, are in farms. Forestlands total nearly fourteen million acres. Tennessee's forests produce more than a billion board feet of hardwood and softwood lumber, supporting a \$24.3 billion forest industry. With a temperate climate and abundant water supply, Tennessee farmers produce a variety of food and fiber products that help Tennessee live up to its official slogan, "America at Its Best."

In and around hillsides, in the shadows of mountains, and along the fertile river valleys of East Tennessee are the forests, beef cattle, dairy, tobacco, and vegetable farms that are well-suited to this terrain.

Middle Tennessee is made up of a dish-shaped basin rimmed with mountains to the east, sloping off to roll-

About the Agency

Commissioner:

Charlie Hatcher, D.V.M.

Deputy Commissioner:

Tom Womack

440 Hogan Road

Ellington Agricultural Center

Nashville, TN 37220

(615) 837-5100

TN.gov/agriculture



Ellington Agricultural Center

Statistics

- First State Agency
- Year Established: 1854
- Employees: 785
- Number of State Forests: 15
- State Forest Acreage: 168,316
- Number of Farms: 69,983
- Total Farm Land: 40 percent of the state's land
- Generates: \$3.7 billion annually in farm cash receipts

ing hills westward and bordered on either side by the Tennessee River. The rolling pasturelands make beef cattle, horse, and dairy farms practical for the region. A variety of row crops also flourish in Middle Tennessee, as does the World's Nursery Capital in Warren County.

West Tennessee is lush flatland created by the Mississippi River's ancient flood plains. This delta region traditionally has the state's largest production of soybeans, wheat, corn, cotton, and sorghum. West Tennessee's famous river city, Memphis, has long been known as a major commodity transportation hub.

History

In 1854, the Bureau of Agriculture was established as the first state agency. It was organized primarily to promote agriculture through fairs and livestock expositions. The original agency had a staff of nine—the governor and eight others who met twice each year to conduct state business. The Bureau of Agriculture was discontinued during the Civil War but was reorganized in 1871. In 1875, the state legislature created the Bureau of Agriculture, Statistics, and Mines. The duties of immigration were also added to the responsibilities of the commissioner of agriculture for a brief period. In 1923, the name was officially changed to the Tennessee Department of Agriculture.

Ellington Agricultural Center, the former estate of 1920s financier Rogers Caldwell, has been the home of TDA since January 1961. The 207-acre center, located in Nashville, is named for Buford Ellington, former governor of Tennessee who served as commissioner of agriculture from 1952–1956. Tennessee was the first state and now is the only state to have the department of agriculture located on a working farm.

Services

Administration. The Administration division provides budgetary, legal, human resources, and communications support to help department programs achieve goals and objectives in an efficient and cost-effective manner. Staff members also work with legislators and the industry to ensure programs have adequate statutory authority, staffing, and clerical support. Other programs within administration are the Agricultural Crime Unit, land and water stewardship, the Tennessee Agricultural Enhancement Program, commodity distribution, agricultural fairs, the Tennessee Ag Tag, the Tennessee Agricultural Museum, and a partnership with USDA to provide agricultural statistics.

Agricultural Crime Unit (ACU). The ACU provides law enforcement support for the department's regulatory and forestry programs related to animal and plant health, food safety, pesticide use, and wildland arson investigation. The unit frequently assists local law enforcement agencies in the investigation and prosecution of crimes related to theft of livestock, farming equipment, and timber.

Land and Water Stewardship. The Agricultural Resources Conservation Fund helps landowners install Best Management Practices (BMPs) to improve water quality. In fiscal year 2018, the program funded approximately 2,100 BMPs. The goal of the federal Section 319 program is to remove rivers and streams from the state's list of impaired waters. The program covers the cost of projects that address nonpoint source pollution from urban areas, abandoned mine lands, farms, and forests. That program provided funding for 204 nonpoint abatement practices through 29 active grant projects in fiscal year 2018. TDA also reviews nutrient management plans asso-

ciated with the permitting program for concentrated animal feeding operations, which are administered by the Tennessee Department of Environment and Conservation.

Tennessee Agricultural Enhancement Program (TAEP). TAEP was created in 2005 to improve operations and encourage diversification and innovation on Tennessee farms. The program provides cost-share assistance to farmers for investment in key areas of agriculture, with the goals of increasing farm income and growing rural economies. In addition to genetic improvement of livestock, livestock equipment, and storage facilities for hay, grain, and feed, the program also provides cost-share assistance to farmers for horticulture, organics, fruits and vegetables, honey bees, agritourism, and many other developing areas of agriculture. TAEP has invested more than \$168 million in more than 57,000 projects from 2005–2018.

Commodity Distribution. TDA administers USDA's food distribution program for the National School Lunch Program. This program supports American agriculture while providing nutritious food to schoolchildren. TDA also oversees the Emergency Food Assistance Program, which supplements the diets of people with low incomes. In fiscal year 2019, 49 million pounds of food valued at \$60 million were ordered and allocated for schools, childcare institutions, and nonprofit charities.

Agricultural Fairs. Agricultural fairs are a tradition in Tennessee, and the department proudly supports some sixty agricultural fairs and livestock shows each year throughout the state. In addition to showcasing the best of Tennessee agriculture, these events are a source of education, community pride, and enjoyment. Nearly 3 million people attend fairs in Tennessee each year.

Tennessee Ag Tag. The specialty license plate funds the Tennessee Agricultural Development Fund, which supports agricultural organizations across the state and projects involving youth programs, agricultural and forestry market development, public awareness, and education. Ag Tags serve as traveling billboards and have helped unify the state's agricultural industry with a single positive image.

Tennessee Agricultural Museum. The museum serves the community through educational programs, exhibits, and special events that attract more than 12,000 visitors annually. School groups learn about Tennessee's rural past through curriculum-focused field trips and audiences of all ages explore the site's exhibits that contain more than 3,000 artifacts related to life in Tennessee before electricity. The museum includes two levels of exhibits, an heirloom garden, and historic cabins.

USDA, National Agricultural Statistics Service, Tennessee Field Office. The department maintains a cooperative relationship with this USDA agency to provide timely, unbiased, and accurate statistics in service to Tennessee agriculture. This agency also conducts the 5-year Census of Agriculture.

Forestry. The Division of Forestry promotes the responsible use of forest resources by assisting landowners, fighting wildland fires, providing quality tree seedlings, monitoring insects and diseases, improving urban forests, managing state forests, protecting water quality, promoting Tennessee's wood products, and collecting forest inventory data. To prevent wildland fires, the division teaches fire safety through public outreach and education, trains volunteer fire departments, issues burning permits, and enforces fire laws.

Fire Protection. The Division of Forestry has primary responsibility for wildland fire suppression statewide. The division controls an average of 1,000 wildland fires each year, saving timber and personal property valued in the tens of millions of dollars. Fire prevention is a priority, and the agency issues outdoor burning permits, provides prescribed burning certification, and offers other community education,

along with law enforcement. The division also provides volunteer fire departments with wildland fire suppression training, grants for firefighting supplies, and access to excess federal property.

Forest Health. Foresters monitor native and exotic insects, pests, and diseases through a variety of aerial and ground survey techniques. They provide information to the public and take action to control or slow the spread of certain forest pests, including the gypsy moth, southern pine beetle, hemlock woolly adelgid, emerald ash borer, thousand cankers disease, and oak decline and mortality.

Water Quality Protection. Protection of water quality during forestry operations is a priority. Partnering with the Tennessee Department of Environment and Conservation, foresters inspect logging sites for compliance with state water quality regulations and the use of forestry Best Management Practices (BMPs). Division foresters also train and advise loggers in the application of forestry BMPs.

Landowner Assistance. The division provides technical advice and assistance to private, non-industrial landowners in forestry practices, including timber and wildlife management, water quality protection, forest health, and reforestation.

Reforestation. The division produces millions of high-quality, low-cost pine and hardwood seedlings for timber production, wildlife habitat improvement, and erosion control with the goal of enhancing Tennessee's rural and urban forests. Technical assistance is provided on appropriate species selection and proper planting techniques.

Urban Forestry. The Urban and Community Forestry (U&CF) section provides urban tree management assistance to Tennessee communities through federally funded grants for local U&CF projects and tree planting grants through the Tennessee Agricultural Enhancement Program. U&CF also administers the Tree City USA, Tree Line USA, and Tree Campus USA programs.

Forest Legacy. The Forest Legacy Program is a cooperative effort that includes funding from the U.S. Forest Service and partnerships with conservation organizations in the state. The goal of the program is to protect environmentally important landscapes through fee-simple purchases or conservation easements to guard them against development.

Forest Data and Analysis Services. The state maintains a large amount of data to monitor and support landowners and forest-based businesses. Much of this data is summarized to track supply and demand for Tennessee's timber and forest products and the value of harvested timber and manufactured products. The unit maintains directories of the state's wood-using industries, provides analytical services to forest industries to promote economic and community development, tracks market trends, and offers timber sales market advice to forest landowners.

Forest Inventory and Analysis. Certified inventory foresters take precise and detailed measurements of tree growth, quality, health, and utilization at predetermined locations across the state to provide an annual update on the condition of Tennessee's forests.

State Forests. Fifteen state forests totaling 168,316 acres are managed for a variety of public benefits, including recreation, wildlife, unique features, timber, and water quality. All timber harvesting on state forests is done in a sustainable and environmentally sensitive manner.

Tennessee Wood Products. The Tennessee Wood Products branding initiative works to increase visibility and enhance marketing opportunities for Tennessee's wood products industry. A primary benefit of this program is to connect consumers of

wood products to Tennessee producers and manufacturers. This connection occurs through the use of a brand logo that signifies the common values and attributes of Tennessee’s abundant, sustainable, and high quality forest resources, the talented and skilled human resources who service the industry, and the wide diversity of products used in our everyday lives.

State Forest	Acreege	County
Bledsoe	8,373	Bledsoe, Cumberland, Van Buren, White
Cedars of Lebanon	8,091	Wilson
Chickasaw	12,754	Chester, Hardeman
Chuck Swan	24,702	Campbell, Union
Franklin	7,738	Franklin, Marion
John Tully	2,132	Lauderdale
Lewis	1,288	Lewis
Lone Mountain	3,571	Morgan
Martha Sundquist	2,001	Cocke
Natchez Trace	36,643	Benton, Carroll, Decatur, Henderson
Pickett	20,932	Fentress, Pickett
Prentice Cooper	24,680	Hamilton, Marion, Sequatchie
Scott	2,827	Scott
Standing Stone	8,355	Clay, Overton
Stewart	4,229	Stewart

Business Development. With its prime geographical location, transportation infrastructure, and production capacity, Tennessee is poised to fully participate in the expanding world market for agricultural products. The Business Development division works to maximize economic opportunities for Tennessee agriculture and the state’s rural communities through industry development, strategic investments, collaboration, and creative marketing programs, with a special focus on entrepreneurship and innovation. The team of business consultants is dedicated to specific areas, such as food processors, forest products, and livestock/meat processing.

Agricultural Enterprise Fund. Incentives that support job creation encourage economic growth. This grant-based fund facilitates agricultural development in Tennessee. Recipients must demonstrate a strong potential for impact on local farm income, access to markets, increased capacity, or agricultural innovation.

Agricultural Industry Development and Recruitment. Marketing efforts focus on increasing income for farmers and forestland owners to create new jobs to enhance income locally and statewide. There is an emphasis on recruiting new businesses, including meat processing and emerging biotechnologies, in addition to expanding existing industries for food manufacturing and forest products.

Agritourism. A statewide agritourism initiative aims to increase income for Tennessee farm businesses and the surrounding communities. Assistance is provided to local governments and chambers of commerce interested in agritourism development. A vital part of this program is alerting consumers and visitors of farm-direct products like apples, pumpkins, and strawberries, as well as wineries, distilleries, breweries, and entertainment opportunities and activities. Primary partners include the Tennessee Departments of Agriculture, Tourist Development, Economic and Community Development, and Transportation, and the University of Tennessee

Center for Profitable Agriculture, USDA Rural Development, the Tennessee Farm Bureau Federation, and Tennessee's Agritourism Association.

Farmers Markets. Producers, consumers, and communities benefit from farmers markets, which serve as a source for local food and products. According to USDA, Tennessee led the nation in 2014 for the most significant increase in total number of farmers markets. There are more than 170 registered farmers markets in Tennessee. The department supports farmers markets by assisting with promotional efforts.

International Marketing. Efforts are aimed at building opportunities for Tennessee producers and processors in world markets. Special emphasis is placed on marketing food and beverage products, horticultural products, wood products, and livestock genetics. Cooperative marketing activities are conducted in conjunction with the Southern United States Trade Association, the American Hardwood Export Council, US Livestock Genetics Export, Inc., the United States Department of Agriculture, as well as with other agricultural trade organizations to increase overseas sales of a variety of Tennessee agricultural products. The division supports trade missions and trade shows to promote international sales of agricultural goods.

Pick Tennessee Products. Pick Tennessee Products is the Department of Agriculture's consumer-facing promotion designed to connect consumers to the top-quality products that come from Tennessee's farms and food businesses. Launched in 1986, the program currently lists approximately 2600 Tennessee farm-direct and food businesses. Emphasis has evolved to connect buyers and sellers via the Pick Tennessee website, mobile app, and social media.

Market News Service. To help Tennessee's farmers and agribusinesses make sound marketing decisions, the Tennessee Department of Agriculture and the United States Department of Agriculture collaborate to provide the Tennessee Market News Service. Trained reporters gather and disseminate complete, accurate, unbiased, and up-to-the-minute agriculture market news depicting the current conditions of supply, demand, price, trend, movement, and other information affecting the trade of livestock, grain, and other commodities. Livestock grading services are also provided statewide.

Specialty Crop Block Grants. This program enhances the competitiveness of specialty crops and directly impacts multiple Tennessee producers. Specialty crops include fruits, vegetables, tree nuts, dried fruits, horticulture, nursery crops, and floriculture. The department is intentional in identifying and supporting projects that are forward thinking with a positive and lasting impact on Tennessee agriculture.

Consumer and Industry Services. The Consumer and Industry Services division monitors agricultural materials, food and consumer products, and services to assure quality, public safety, and a fair marketplace.

Agricultural Inputs. This section ensures the safety and effectiveness of agricultural products for all Tennesseans. Animal feed, seed, fertilizer, and agricultural lime products are inspected for proper labeling, and analyses are performed to confirm compliance with state and federal regulations.

Animal Health. TDA is the common denominator connecting state and federal regulators, private veterinarians, and livestock industries for animal disease surveillance, diagnosis, and protection. Increased monitoring for potentially devastating animal health problems is part of the department's ongoing emergency planning and homeland security efforts. A portion of Tennessee Agricultural Enhancement Program funds helps to improve and protect livestock health in the state through expanded diagnostic services, animal identification, increased access to veterinary care, and

the promotion of livestock health management practices and record-keeping to increase the marketability of Tennessee livestock.

Food and Dairy. Retail food stores, food manufacturers, warehouses, and distributors are licensed and inspected based on risk. TDA also inspects dairy farms, dairy plants, milk transport trucks, dairy and trade product distributors, and milk samplers. Other responsibilities include regulation of bottled water, produce safety, custom slaughterhouse inspections and the enforcement of state tobacco laws regarding sales to minors.

Laboratory Services. The L.H. “Cotton” Ivy Laboratory houses both the C.E. Kord Animal Health Diagnostic Laboratory and the Technical Services Laboratory. The Kord Laboratory provides a variety of diagnostic services in support of animal disease detection and animal health regulatory programs, ranging from animal export and import health certification to diagnostic support for practicing veterinarians, individual farmers, and companion animal owners. The department partners with the University of Tennessee College of Veterinary Medicine and the University of Tennessee at Martin to provide animal diagnostic services in each grand division of the state. The Technical Services Laboratory provides quality analytical data in a timely and efficient manner. The laboratory sections include Feed, Fertilizer, and Lime; Toxicology; Food and Pesticide Residue; and Food Microbiology.

Pesticides. TDA registers all pesticides, issues Registered Use Pesticide Dealer licenses, inspects and regulates pest control businesses including aerial applicators, certifies private applicators, administers license exams, and investigates alleged pesticide misapplications. The department also enforces the endangered species program and the agricultural pesticide worker protection standards to ensure farm worker and pesticide applicator safety, and monitors the state’s groundwater supply.

Fuel Quality. The section verifies accurate octane rating labeling and other established quality standards of petroleum products, motor fuels, and kerosene.

Plant Certification. Nursery, greenhouse, and plant dealer certification programs ensure the continued movement of healthy, pest-free plant material in interstate and international trade. The phytosanitary condition of plants coming into or leaving the state is also monitored. Some of the pests of concern include gypsy moths, imported fire ants, Japanese beetles, emerald ash borer, sudden oak death, laurel wilt and thousand cankers disease—all of which threaten Tennessee’s forests, nurseries, and major crops. Hemp is an emerging plant crop in Tennessee, with uses ranging from textiles to oil extracts. The department oversees a hemp program to ensure growers are compliant with federal and state regulations.

Weights and Measures. Commercially used weighing and measuring devices such as fuel pumps, scales, and liquid propane gas meters are tested for accuracy and related requirements. Inspections are also conducted to ensure proper labeling, correct packaged product net quantity, and price-scanner accuracy.

Related Boards and Commissions

State Soil Conservation Committee. In 1939, the Tennessee General Assembly passed the Soil Conservation District Act, creating the State Soil Conservation Committee. The committee assisted with the formation of soil conservation districts in all ninety-five counties. Today it continues to provide overall guidance and leadership to the state’s soil and water conservation efforts. The committee advises the commissioner of agriculture and helps develop the state’s plan for controlling

agriculture-related nonpoint source pollution. Other duties include assisting the supervisors of soil conservation districts in carrying out their programs, coordinating such programs, and assisting with watershed treatment programs.

Tennessee Forestry Commission. This seven-member panel, appointed by the Governor with three ex officio members, provides guidance on program and policy development for the department's forest resource programs. The commission advises the commissioner of agriculture and the Governor on matters pertaining to forest protection, management, reforestation, and related educational activities. Other responsibilities include reviewing the annual forestry budget and submitting an annual report of program accomplishments.

Tennessee State Fair and Exposition Commission. This commission is responsible for selecting and supervising a Tennessee not-for-profit corporation for the purpose of operating a fair or exposition and for granting the exclusive use of the names "Tennessee State Fair" or "Tennessee State Exposition." The board is made up of eight members, including the commissioners of Agriculture, Tourist Development, and Economic and Community Development; the University of Tennessee Dean of Extension; the president of the Tennessee Farm Bureau Federation; an appointee of the mayor of the host county; and appointees of the Governor.

Other entities include the Tennessee Pest Control Licensing and Advisory Board, the Tennessee Viticulture Advisory Board, the Tennessee Beef and Dairy Promotion boards, and the Tennessee Agricultural Hall of Fame Board.

Commissioner Charlie Hatcher, D.V.M.

Tennessee Department of Agriculture

Charlie Hatcher, D.V.M. was sworn in as Tennessee's 38th Commissioner of Agriculture on January 19, 2019.

Appointed by Governor Bill Lee, Dr. Hatcher is a tenth generation American farmer and a fifth generation Tennessee farmer. Prior to becoming Commissioner, he served for ten years as the State Veterinarian for the Tennessee Department of Agriculture. In that role, he protected the health and welfare of animals within the state and promoted the marketability of animals and animal products.

Dr. Hatcher founded Rock-N-Country Veterinary Services in College Grove, Tenn. in 1993, specializing in livestock. The veterinary practice is now managed by his daughter, Jennifer, who is also a veterinarian. The Hatchers are also well known in the dairy and agritourism industries. In 2007, Hatcher Family Dairy began bottling its own milk and today provides milk and milk products to customers in Middle Tennessee. Hatcher's son, Charles, serves as president of the business.

Dr. Hatcher earned a Doctorate of Veterinary Medicine from the University of Tennessee at Knoxville (1984) and a B.S. in Animal Science from Middle Tennessee State University (1980).

He lives on the family farm in College Grove (est. 1831) with his wife of forty years, Sharon. His son and daughter also live on the farm with their families.







Department of Children's Services

Introduction

The Department of Children's Services was established in April 1996, through Tenn. Code Ann. § 37-5-101. DCS protects children who are victims of abuse or neglect, strengthens families through services that focus on support and treatment, provides permanency services to children in state custody, and develops community-driven solutions to challenges faced by young people and their families.

The department administers child protective services; foster care; adoption services; programs for delinquent youth, including probation, aftercare, and treatment; and rehabilitation services for youth. Services are delivered across the state through the department's regional offices, contracted providers, and one secure juvenile justice facility. The department is accredited by the Council on Accreditation.

The department successfully exited from the Brian A. federal consent decree in 2017, an accomplishment that required Tennessee to revamp its foster-care system. DCS has focused on keeping children in family-like settings, developing an increasingly professional workforce, and getting children to safe, permanent homes as quickly as possible. The department is actively preparing to implement the Families First Prevention Service Act (FFPA), passed by Congress in 2018. FFPA seeks to curtail the use of group care for children and places an emphasis on family foster homes and to provide services that will help families stay safely together.

Vision

To create safe and healthy environments for children where they can live with supportive families and engaged communities.

Mission

Provide high quality prevention and support services to children and families that promote safety, permanency, and well-being.

About the Agency

Commissioner:

Jennifer Nichols

315 Deaderick Street
10th Floor, UBS Tower
Nashville, TN 37238

(615) 741-9701

TN.gov/dcs

To report child abuse or neglect:

1-877-237-0004

Statistics

- Year Established: 1996
- Employees: 3,904
- Tennessee has more than 5,000 DCS and provider foster homes
- In State Fiscal Year 2018, DCS served 13,403 Children and Youth who were not in DCS custody
- 1,248 children in DCS custody were adopted in Federal Fiscal Year 2017-2018
- More than 90 percent of children and youth leave the system via reunification with family or kin, guardianship or adoption

Services

The Commissioner's Office is responsible for the overall operation of the department. Reporting directly to the Commissioner are the Deputy Commissioner for Child Safety, the Deputy Commissioner for Child Programs, and the Deputy Commissioner for Juvenile Justice. The Commissioner's Office also includes Continuous Quality Improvement, Budget and Finance, Information Systems, General Counsel, Human Resources, Communications, Legislative, and Customer-Focused Government.

The Office of Child Safety is responsible for the Tennessee Child Abuse Hotline and Child Protective Services Investigations. Training and Development, Internal Quality Control, and Community Partnerships are divisions within the Office of Child Safety that support the work of the Child Abuse Hotline and Child Abuse Investigations.

The Office of Child Programs provides leadership and oversight for prevention and custodial services to Tennessee families that include foster care, adoption, relative caregiver assistance, independent living services, non-custodial services, interstate compact services, and provider network development.

The Office of Juvenile Justice oversees programs providing services to juveniles who have committed delinquent offenses and have been adjudicated in a juvenile court proceeding. Services range from community diversion to custodial care. The division operates one Youth Development Center.

The Office of Child Health is responsible for the health of children served by DCS. Health is defined broadly to encompass physical, emotional, behavioral, and educational well-being. The Office is divided into four divisions: Nursing, Psychology, Health Advocacy, and Education. Regionally, each of the four divisions is represented by a Licensed Mental Health Clinician, Regional Nurse, Health Advocacy Representative, Services and Appeals Tracking Coordinator, and Educational Specialist.

The Office of Continuous Quality Improvement is responsible for strengthening the department through effective planning, policy development, performance management, evaluation, and problem-solving. It works to improve DCS processes, system performance, and outcomes. The office has six divisions including: Quality Assurance, Policy, Internal Audit, Due Process, Licensing, and Accreditation.

The Office of Budget and Finance manages the department's financial and business responsibilities and the procurement of goods and services for the department. The office oversees budget, contracts and procurement, revenue maximization, accounting services, facilities management, records management, asset management, and eligibility determination.

The Legal Division is composed of more than 90 attorneys located throughout the state. In addition to trying child welfare cases in each of Tennessee's 95 counties, the Legal Division provides counsel to all departmental program areas.

The Office of Human Resources consists of three divisions—Human Resources Management, Internal Affairs, and the Office of Civil Rights (equal employment opportunity, affirmative action, and Title VI of the Civil Rights Act of 1964)—that are responsible for maximizing the deployment, performance, and development of the department's human resources.

The Office of Information Technology is responsible for the delivery, operation, and support of information and communication technology services for DCS. The largest and most complex application supported by DCS IT Support is the Tennessee

Family and Child Tracking System (TFACTS) which is the mission-critical statewide information system that supports child protection, adoption, foster care, and juvenile justice and prevention services provided to the children and families served by DCS.

Regional Offices and Facilities

Regional Offices

Knox County Regional Office

2600 Western Avenue
Knoxville, TN 37921
Phone: (865) 329-8879
Fax: (865) 525-2564

East Tennessee Regional Office

182 Frank L. Diggs Drive, Suite 100
Clinton, TN 37716
Phone: (865) 425-4400
Fax: (865) 463-9556

Southwest Regional Office

225 Dr. Martin Luther King, Jr., Drive
Jackson, TN 38301
Phone: (731) 421-2000
Fax: (731) 426-0850

Shelby County Regional Office

One Commerce Square, Suite 600
Memphis, TN 38103
Phone: (901) 578-4000
Fax: (901) 543-7110

Tennessee Valley Regional Office

5600 Brainerd Road
Chattanooga, TN 37411
Phone: (423) 296-1234
Fax: (423) 296-9186

Northeast Regional Office

2555 Plymouth Road
Johnson City, TN 37601
Phone: (423) 854-5311
Fax: (423) 952-7016

Upper Cumberland Regional Office

600 Hearthwood Court
Cookeville, TN 38506
Phone: (931) 646-3000
Fax: (931) 520-1877

Mid-Cumberland Regional Office

200 Athens Way, Suite A
Nashville, TN 37127
Phone: (615) 360-4320

Davidson County Regional Office

900 2nd Avenue North
Nashville, TN 37243
Phone: (615) 253-1400
Fax: (615) 532-9814

Smoky Mountain Regional Office

244 S. Calderwood Street
Alcoa, TN 37701
Phone: (865) 981-1993
Fax: (865) 981-5905

Northwest Regional Office

8600 Highway 22
Dresden, TN 38225
Phone: (731) 364-3149 (ext: 0)
Fax: (731) 364-3676

South Central Regional Office

1400 College Park Drive, Suite A
Columbia, TN 38401
Phone: (931) 380-2587
Fax: (931) 380-2585

Youth Development Center

Wilder Youth Development Center

P.O. Box 639

13870 Highway 59

Somerville, TN 38068

Phone: (901) 465-7359

Fax: (901) 465-7363

Commissioner Jennifer Nichols

Tennessee Department of Children's Services

Jennifer Nichols was appointed by Governor Bill Lee to be the Commissioner of the Department of Children's Services in January 2019.

Prior to joining DCS, Ms. Nichols served as an Assistant District Attorney General in Shelby County for more than 20 years. During her tenure at the DA's Office, she was the Deputy District Attorney, or first assistant, to the District Attorney General. In this role, she supervised the day-to-day operations of the office and its employees. Before being named Deputy, she served as the Chief Prosecutor over the Special Victims Unit. There she supervised and handled child homicides, child physical abuse, child sexual abuse, elder abuse, and other special projects. In that role, she worked closely with Department of Children's Services as well as law enforcement.

In addition to her work at the District Attorney General's Office, Governor Bill Haslam appointed Ms. Nichols to the bench as a Criminal Court Judge in Shelby County in January 2018 where she presided until September 2018.

Ms. Nichols is a graduate of the University of Alabama and the Cumberland School of Law at Samford University. She passed the Florida Bar in 1988 and practiced law in Orlando before joining the DA's office in Memphis in 1991. Ms. Nichols was also an Adjunct Professor at the University of Memphis law school from 2012 through 2018, where she taught mostly third year law students in the skills class, Trial Advocacy.





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Department of Commerce and Insurance

Commerce and Insurance is the agency responsible for protecting Tennesseans through balanced oversight of insurance and regulated professions while enhancing consumer advocacy, education, and public safety.

In fiscal year 2018, the Department of Commerce and Insurance collected \$1.145 billion in fees and premium taxes and had expenditures of \$203.2 million.

The Division of Insurance regulates approximately 1,500 insurance companies and related entities and more than 195,000 insurance agents. In fiscal year 2018, it generated more than \$1 billion for the state in fees and taxes.

The Division of Fire Prevention includes the state's building and safety codes enforcement operations; electrical, residential, and marina inspections; manufactured and modular housing; and training for volunteer and career firefighters and codes officials through the state's Fire Service and Codes Enforcement Academy.

The Division of Regulatory Boards regulates about thirty professions and houses twenty-six boards and commissions that enforce professional standards of conduct and statutory mandates for many different industries, ranging from architecture and engineering to contracting, cosmetology, and accounting.

The Securities Division licenses broker-dealers, agents, investment advisers, investment adviser representatives, and securities products and investigates misconduct and fraud.

The TennCare Oversight Division monitors the financial condition and claims payment practices of the health maintenance organizations (HMOs), behavioral health organizations (BHOs), and third-party administrators (TPAs) that contract to provide services to TennCare enrollees.

Attached entities include the Tennessee Law Enforcement Training Academy (TLETA), Tennessee Peace Officer Standards and Training Commission, and the Emergency Communications Board.

History

In 1878, the Tennessee General Assembly recognized the need for consumer protection and insurance regulation by creating the Bureau of Insurance, with the

About the Agency

Commissioner:

Hodgen Mainda

500 James Robertson
Parkway

Nashville, TN 37243

(615) 741-6007

TN.gov/commerce



Davy Crockett Tower

Statistics

- Year Established: 1878
- Employees: 768
- Collected in Fiscal Year 2018: \$1.145 billion in fees and taxes
- Regulatory programs: 26
- Oversees licensing and regulation of more than 195,000 insurance providers
- Commissioner serves as the State Fire Marshal

State Treasurer acting as insurance commissioner. In 1913, a separate Department of Insurance was formed under the direction of a commissioner, who became an officer in the Governor's Cabinet. The Fire Prevention Division was added in 1937, and, to reflect its expanded role in business regulation and consumer protection, the State Insurance Department became the Department of Commerce and Insurance in 1983.

Services

Fire Prevention Division. The Commissioner of Commerce and Insurance serves as the State Fire Marshal. Day-to-day operations of the Fire Prevention Division are the responsibility of an assistant commissioner.

Education and Outreach Section. This section of the Fire Prevention Division assists the fire service, elected officials, and the communities they serve to realize the potential incentives of fire prevention by analyzing data, measuring trends, and serving as a resource for fire prevention education. Promotion of the Community Risk Reduction program and management of a statewide residential smoke alarm installation program are key components of this section. Other responsibilities include the administration of all fire incident reporting through the National Fire Incident Reporting System (NFIRS), upkeep of the State Fire Marshal's Office Fire Fatality Database, and oversight of fire department recognition and assistant to the commissioner designations.

Codes Enforcement Section. Most new construction plans are required to be reviewed, approved, and inspected by this section. Statewide fire and building construction codes and standards are enforced to afford a reasonable degree of safety from fire and other hazardous incidents. The section also conducts annual inspections for compliance in several occupancy types, including schools, daycare facilities, and mental health facilities. Additionally, complaint investigations in all occupancy types and other areas of responsibility such as blasting are priorities of this section.

Manufactured Housing and Modular Buildings Section. This section administers portions of the Uniform Standards Code for Manufactured Home Act related to U.S. Department of Housing and Urban Development (HUD) Labeled Manufactured Homes and the Tennessee Manufactured Home Installation Act. As such, the section ensures compliance through plant and home installation inspections in addition to the licensing of manufacturers, retailers, and installers. The Modular Building Program includes plant oversight, installation, and licensing of modular building manufacturers, retailers, and installers.

Electrical, Residential, and Marina Section. This section issues permits and performs inspections to enforce the provisions of Tennessee's adopted electrical code, residential building code, and energy conservation code. The section is also responsible for inspecting all public boat docks and marinas in the state for specific hazards that, if not detected, may eventually cause serious injuries, even death, to persons entering the water in the vicinity of these hazards.

Tennessee Fire Service and Codes Enforcement Academy (TFACA). This educational facility is designed to train and to promote professionalism for volunteer and career firefighters, codes enforcement personnel, and others involved in the delivery of emergency services throughout Tennessee. The vast majority of firefighters in Tennessee are volunteers so TFACA serves as a regional center by providing a standardized statewide curriculum for firefighters that focuses on safe, compliant, and realistic training. The emphasis on both fire service and codes enforcement

establishes it as a hub for the training, testing, and certification of firefighters, codes enforcement officials, and other homeland security first responders. The campus, located in Bell Buckle, is also home to the Tennessee Fallen Firefighter Memorial, which honors the memory of men and women who have lost their lives in the line of duty.

Administrative Services Section. This section provides administrative support for the division in the areas of budgeting, processing, and public affairs. Responsibilities include management of the Firefighter Death Benefit, participation in the Tennessee Mutual Aid System, and coordination with Tennessee Emergency Management Agency (TEMA) to ensure resources are met for fire service operations during widespread disasters. The section also ensures that qualified applications are properly processed under Tennessee's regulations for several professions including certified inspectors, explosives, fireworks, fire extinguishers, fire sprinklers, and LP gas. On a daily basis, this section works closely with the general public, elected officials, the fire service, and many regulated industries to bring awareness to a variety of topics while developing the support of critical stakeholders.

Tennessee Commission on Firefighting Personnel Standards and Education. The Commission is responsible for the certification of volunteer and paid firefighters in Tennessee. The certification program is designed to incentivize firefighters to develop their skills and further their training and education. The Commission also manages and administers the daily operations for the In-Service Training and Educational Incentive Pay Programs.

Insurance Division. The Insurance Division is comprised of six sections tasked with protecting consumers and ensuring a viable insurance marketplace in the state. This division regulates and licenses both individuals and corporations, mediates consumer complaints, and provides resources to compare various insurance providers for citizens of Tennessee.

Policy Analysis Section. This section reviews rate, rule, and policy form filings by licensed insurance companies for accident and health, life, property and casualty, and workers' compensation insurance to ensure compliance with applicable statutes and rules, as interpreted by the department. Approximately 8,000 filings are processed each year. Tennesseans can reach the Policy Analysis Section at (615) 741-2825.

Agent Licensing. This section is responsible for the licensing and regulation of more than 195,000 insurance producers licensed to do business in Tennessee. It also regulates approximately 280 approved continuing insurance education providers.

Financial Analysis Section. This section regulates the formation, admission, and operation of life, accident and health, property, casualty, and title companies, health maintenance organizations, governmental pools, and risk-retention groups. The duties of this section include review and analysis of financial statements, receipt of required reports and premium taxes, and review and approval of mergers and acquisitions and other intercompany holding company transactions. Further responsibilities include the licensing and review of automobile clubs and agents, professional employer organizations, surplus lines policy placement, charitable gift annuity issuers, pharmacy benefits managers, and the regulation of employers that self-insure their workers' compensation insurance. Tennesseans can reach the Financial Analysis Section at (615) 741-1633.

Insurance Examinations Section. This section examines insurance companies licensed in Tennessee, with an emphasis on companies domiciled in Tennessee, to ensure the companies' financial and operating condition remain in compliance

with state laws, rules, and regulations. Tennesseans can contact the section at (615) 741-6796.

Consumer Insurance Services Section. This section provides insurance consumers with access to mediation services to help resolve insurance-related disputes. Complaints, questions, or concerns regarding insurance companies or practices can be emailed to cis.complaints@tn.gov or faxed to (615) 532-7389. Tennesseans can call the Consumer Insurance Services Section at (800) 342-4029 or (615) 741-2218.

Captive Insurance Section. This section works with companies that would like to form their own specialized insurance companies to better manage isolated categories of risk. Tennesseans can contact the Captive Insurance Section at (855) 809-0069 or captive.insurance@tn.gov.

Regulatory Boards Division. This division licenses and regulates several hundred thousand Tennesseans in their professions and businesses through twenty-six regulatory programs. These entities are empowered to take disciplinary action against license-holders found guilty of violating laws governing their professions. Created by statute in 1959 and headed by an assistant commissioner, the division works to protect consumers and provide businesses with an equal playing field. Licensee verification can be checked at verify.tn.gov.

Regulatory Boards and Commissions

The Commissioner of Commerce and Insurance appoints the members of the Private Protective Services Advisory Committee and the Cemetery Advisory Board. The Speakers of the House and Senate, along with the Governor, appoint members to the Tennessee Athletic Commission. All other appointments are made by the Governor.

Administration	(615) 741-3449
Board of Accountancy	(615) 741-2550
Alarm System Contractors Board	(615) 741-9771
Architectural and Engineering Examiners	(615) 741-3221
Auctioneer Commission	(615) 741-3600
Credit Services Businesses	(615) 741-1831
Barber Examiners and Cosmetology	(615) 741-2515
Collection Services	(615) 741-1741
Contractors/Home Improvement	(615) 741-8307
Court Reporters	(615) 741-1831
Debt Management	(615) 741-1831
Funeral Directors & Embalmers, Burial Services/Cemetery	(615) 741-5062
Geology Registration Section	(615) 741-3611
Home Inspector Licensing Advisory	(615) 741-1831
Examiners for Land Surveyors	(615) 741-3611
Limited Licensed Electricians	(615) 741-9771
Limited Licensed Plumbers	(615) 741-9771
Locksmith Licensing Program Advisory	(615) 532-3369
Motor Vehicle Commission	(615) 741-2711
Private Investigators/Polygraph Commission	(615) 741-4827
Private Probation Services	(615) 741-1741
Private Protective Services Program	(615) 741-6382

Real Estate Appraiser Commission	(615) 741-1831
Tennessee Athletic Commission	(615) 741-1741
Tennessee Real Estate Commission	(615) 741-2273
Scrap Metals Registration Program	(615) 741-1741
Soil Scientist Licensing Program	(615) 741-3611

Securities Division. Responsible for administering the Tennessee Securities Act of 1980, this division strives to protect investors from fraud and deceptive sales practices and to maintain the integrity of the capital markets in Tennessee. The division is comprised of three primary areas: registration, financial services investigations, and investor education.

Registration. This section registers all nonexempt securities offerings, reviews applications for exempt securities that require a filing fee, and processes notice filings for covered securities to be sold in the state. Applications and notices are processed and examined for compliance with federal and state securities registration laws and rules. The registration section registers broker-dealers (securities firms), agents (salespersons), investment advisers, and investment adviser representatives to do business in the state and processes notice filings for federally registered investment advisers. There are more than 1,500 broker-dealers, 280 state-registered investment advisers, and 150,000 broker-dealer agents and investment adviser representatives registered. More than 1,500 federally registered investment advisers are also notice-filed in the state. Each year, this section conducts over 100 post-registration examinations of these firms to ensure compliance with securities laws and regulations.

To verify a license or registration, or for more information about broker-dealers, investment advisors, agents, or representatives, please contact the registration section at (615) 741-3187 or at Securities.2@tn.gov. You may also check the status of a broker-dealer or investment advisor at tn.gov/commerce/securities/industry-professionals/investment-adviser-broker-dealer-check.html.

Financial Services Investigations. This section is responsible for the enforcement of the Tennessee Securities Act of 1980 and the Tennessee Insurance Producer Licensing Act of 2002. This section investigates securities and insurance complaints to determine whether violations have occurred. Investigations may result in the filing of an administrative action against registered or nonregistered parties, the initiation of an injunctive action in chancery court, and/or a criminal referral to the state or federal law enforcement agencies.

To file a securities or insurance fraud complaint, please contact the Financial Services Investigations Unit at (615) 741-5900 or at Securities.1@tn.gov. Additionally, you may file a complaint online at tn.gov/commerce/article/securities-file-a-complaint.

Investor Education. This section is devoted to providing investor education and fraud prevention tips to citizens of the state. In addition to providing free investment literature and online information, this section conducts over 40 outreach events each year.

For information about investor education or to request a speaker, please contact the division at (615) 741-2947, toll-free at (800) 863-9117, or at Securities.1@tn.gov or tn.gov/commerce/securities/investors/investor-education-program.html.

TennCare Oversight. This division is responsible for ensuring the financial responsibility, stability, and integrity of operations of the HMOs, BHOs, and TPAs that contract with the TennCare Program through oversight, examination, and monitoring. The responsibilities of this division include reviewing and analyzing financial

status, market conduct activities, and compliance with federal and state laws, rules, and regulations as they apply to the TennCare Program HMO, BHO, and TPA operations. The division also supports the Selection Panel for TennCare Reviewers and administers the independent review of provider claims denials. Contact the division at (615) 741-2677.

Tennessee Emergency Communications Board (E-911). This nine-member board serves as the state's authority for E-911 matters. The board was created by the General Assembly in 1998 to establish emergency communications for all citizens and to assist the state's 100 emergency communications districts in the areas of management, operations, and accountability. The board is responsible for modernizing the state's 911 infrastructure in order to provide more efficient 911 services to the citizens of Tennessee. This project, known as NG911, involves the construction and management of a secure and redundant internet protocol network that improves 911 call delivery and enhances interoperability between emergency communications districts, ultimately resulting in faster and more reliable deployment of emergency response services. The Board office can be reached at (615) 253-2164.

Tennessee Peace Officer Standards and Training (P.O.S.T.) Commission. This commission is responsible for developing and enforcing standards and training for all local police officers. The commission also promotes continuing law enforcement training for the full-time peace officers in Tennessee. The commission is composed of 18 members and includes local law enforcement personnel, legislators, and Tennessee citizens who are not connected with law enforcement. The work of the commission is supported by two staff members, as well as by the Tennessee Law Enforcement Training Academy staff.

Serving as the primary regulatory body for Tennessee law enforcement, the P.O.S.T. Commission develops and enforces standards for law enforcement agencies statewide, including physical, educational, and proficiency skills requirements for both employment and training. In addition to setting standards, the commission certifies law enforcement training instructors, curricula, and specialized schools. Training programs that may seek P.O.S.T. certification include the basic police training required of all new recruits and continuing education training programs that officers complete to fulfill the P.O.S.T.-required 40 hours of in-service training each year.

Commissioner Hodgen Mainda

Tennessee Department of Commerce and Insurance

Commissioner Hodgen Mainda was appointed by Governor Bill Lee to lead the Department of Commerce and Insurance starting on October 1, 2019.

Mainda previously served as vice president for community development at the Electric Power Board (EPB) in Chattanooga.

In addition to his work with EPB, Mainda served on several non-profit boards including the Chattanooga Area Chamber of Commerce, the Downtown Chattanooga Rotary Club, the United Way of Greater Chattanooga, the University of Tennessee at Chattanooga Chancellor's Roundtable, and the College of Business Advisory Board. Mainda is also a member of the Leadership Tennessee Class of 2019 and a 2018 graduate of the Harvard Business School Young American Leaders Program.



A native of Nairobi, Kenya, Minda moved to Tennessee in 1997 to study at Middle Tennessee State University. He is a graduate of the University of Eastern Africa. He is married and has two small children.



TENNESSEE STATE PRISON

Department of Correction

Introduction

The Tennessee Department of Correction's role and scope have evolved dramatically since the Tennessee State Penitentiary opened in 1831 with thirteen prisoners. From 1871–1939, the department went through a number of reorganizations and name changes before finally becoming the modern-day Tennessee Department of Correction (TDOC) in 1955. Since then, TDOC has emerged as a model in the nation for its management practices and cost-saving measures. It became one of the first correctional agencies in the country to be fully accredited by the American Correctional Association in 1994, with each component of the TDOC system successfully continuing to gain reaccreditation in three-year cycles.

Since the department's inception, its mission has been to operate safe and secure prisons and enhance public safety in Tennessee through the incarceration and rehabilitation of felony offenders. As a part of this mission, various divisions have been established to provide expanded services relative to the department's supervision of offenders. In 2012, the supervision duties of the Board of Probation and Parole were brought under the TDOC umbrella, putting the department in charge of probation and parole supervision and community correction grant program functions. This transition was critical to the seamless supervision of adult felons in Tennessee, whether they are on probation, incarcerated in prison, on parole, or under the supervision of one of the community corrections agencies. The department works to ensure effective, continuous supervision of offenders from the moment they enter the state criminal justice system through their return to the community at the end of their sentence. Juvenile supervision was once included in the department's charge but was separated and now falls under the Department of Children's Services.

TDOC currently houses more than 21,000 felony offenders in fourteen adult facilities and also supervises more than 80,000 offenders on probation, on parole, or in community corrections. The department is the state's largest law enforcement agency, composed of some 6,400 employees.

In addition to overseeing the state's prisons and community supervision, TDOC also operates the Tennessee

About the Agency

Commissioner:

Tony C. Parker

320 Sixth Avenue North

6th Floor, Rachel

Jackson Building

Nashville, TN 37243

(615) 741-1000

TN.gov/correction



Rachel Jackson Building

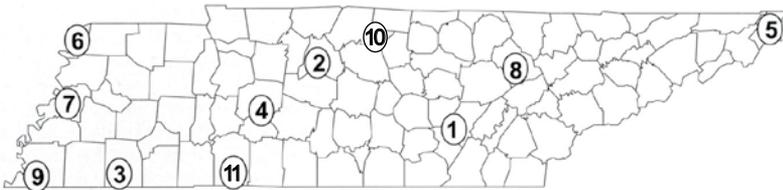
Statistics

- Year Established: 1831
- Employees: 6,563
- Number of State Facilities: 14
- Number of Inmates: 21,403
- Community Service Work: 756,763 hours
- Savings from Community Service Work: \$5.5 million
- Tennessee's largest law enforcement agency

Correction Academy in Tullahoma, which is the department’s primary training and staff development center. The academy offers numerous pre-service, in-service, and specialized training schools; in 1993, it became only the second correctional training academy in the nation to be fully accredited by the American Correctional Association. During fiscal year 2017–2018, the academy trained more than 10,242 TDOC employees, which accounted for a cumulative total exceeding 453,712 training hours.

Department of Correction Facilities

County	Facility	Abbreviation
1. Bledsoe	Bledsoe County Correctional Complex	BCCX
2. Davidson	Lois M. DeBerry Special Needs Facility	DSNF
	Riverbend Maximum Security Institution	RMSI
	Tennessee Prison for Women	TPFW
3. Hardeman	Hardeman County Correctional Facility	HCCF
	Whiteville Correctional Facility	WCFA
4. Hickman	Turney Center Industrial Complex	TCIX
5. Johnson/Carter	Northeast Correctional Complex	NECX
6. Lake	Northwest Correctional Complex	NWCX
7. Lauderdale	West Tennessee State Penitentiary	WTSP
8. Morgan	Morgan County Correctional Complex	MCCX
9. Shelby	Mark Luttrell Transition Center	MLTC
10. Trousdale	Trousdale Turner Correctional Center	TTCC
11. Wayne	South Central Correctional Facility	SCCF
	Turney Center Industrial Complex Annex	TCIX-Annex



Decommissioned Prisons

1. Morgan	Brushy Mountain State Penitentiary (1896–2009)
2. Davidson	Tennessee State Penitentiary (1831–1992)

Prison Operations

The Tennessee Department of Correction currently manages and operates ten adult facilities, contracts with a private prison management company for the operation of another state facility, and contracts with county governments (Hardeman County and Trousdale County), for the costs of confining and programming inmates in three facilities, collectively housing 21,403 inmates in 14 prisons.

Bledsoe County Correctional Complex (BCCX) serves as the department's primary diagnostic facility for all inmates entering TDOC prisons. There, staff perform a comprehensive risk and needs assessment to help determine the appropriate custody/security level and facility placement for all inmates based on diagnostic testing to help identify inmate programming needs and treatment opportunities. The diagnostic process is completed in approximately 14 days. Afterwards, inmates are assigned to one of the 14 facilities in the TDOC system.

The Tennessee Department of Correction has three maximum security facilities: West Tennessee State Penitentiary, Riverbend Maximum Security Institution, and Morgan County Correctional Complex. There is one in each region of the state. Riverbend Maximum Security Institution houses Tennessee's death row and is the only facility to carry out that sentence.

As indicated by its many initiatives, the department continues to be committed to operating its prisons in an efficient and effective manner while maintaining the safety of the public, its employees, and the inmates in its custody. The prisons in the TDOC system can be best described as complex and multifunctional. Offenders incarcerated inside TDOC prisons are placed, based on their risk and needs, in the facility that provides the best opportunity for them to obtain the programs and treatment necessary to successfully enter society without returning to a life of crime. To accomplish effective treatment programming, the facility must be supported by a strong security presence.

Every prison in the TDOC system is backed by a team of security professionals who supervise inmate activity and security protocols within the facility. Correctional officers and other security staff continuously monitor inmate activity and enforce security policy and procedures throughout the facility. In addition, wardens conduct daily inspections, and senior staff members are accessible to the inmate population on a daily basis.

Each day, there are more than 70,000 staff/inmate interactions within the TDOC system. Prison security protocols, such as controlled movement, tier management, and search procedures, are necessary for ensuring the prison environment remains safe for both staff and offenders.

Rehabilitative Services

Rehabilitative Services is responsible for the provision of a wide range of programming and treatment opportunities centered on an individual's rehabilitation, including clinical services, evidence-based treatment and programming for returning citizens' reentry. A returning citizen's successful journey home begins at initial intake into the TDOC system. Reentry Services provides a risk and needs assessment designed to identify and individualize programming and treatment and provide access to these services to more effectively prepare returning citizens for successful release into their community, thereby reducing recidivism and enhancing public safety.

Incarcerated individuals are provided high-quality, comprehensive, state-of-the-art medical, behavioral health, substance use, and recovery services. Dental, vision, oncology, chronic care, and telehealth services are available statewide as well. Additionally, 2019 saw the opening of TDOC's new dialysis center that has 14 treatment stations and operates three shifts per day, six days per week. It is staffed by highly qualified licensed clinicians. Utilization of the facility is projected to result in a cost avoidance of approximately \$50 million this year in contrast to the money

that would have been spent had the department sought outside support to provide dialysis services. There are also designated regional acute care facilities designed to treat critical care patients within TDOC without the necessity to transport off-site to allow for more timely treatment when appropriate.

Substance use and recovery services are available at all facilities. A wide array of treatment modalities, such as therapeutic community, group therapy, aftercare, and the substance use education programs are provided, with behavioral health providers available at all facilities to address individuals' mental health needs.

The TDOC special school district is fully accredited by the Tennessee Department of Education, providing a range of academic and career technical programs as well as library services at each of the State Correction Facilities. Highly qualified teachers hold valid Tennessee teacher's licenses, with some teachers also certified by the National Center for Construction Education and Research (NCCER). TDOC provides instruction for incarcerated individuals in adult basic education (ABE), career and technical education (CTE), and post-secondary education (PSE) to offer education and skill-based training that prepare a returning citizen to earn a livable wage. TDOC also partners with the Tennessee Department of Labor and Workforce Development (TDLWD) to provide high school equivalency testing for incarcerated individuals.

Victim Services keeps victims at the forefront of all that we do. Victim Impact is a cognitive-based program designed to educate offenders about the impact of crime on victims, families, and communities. Religious and Volunteer Services provides essential faith-based and volunteer opportunities for justice-involved individuals.

Employment plays a critical role in reducing recidivism. TDOC's Transition Centers promote job readiness by improving an individual's personal, social and technical skills while facilitating their ability to find and retain employment. Employment focused reentry is a gateway to becoming and remaining a law abiding and contributing member of society. Supportive living environments and evidence-based transitional services are provided at the Mark Luttrell Transition Center for men in Memphis, the Morgan County Correctional Complex in Wartburg, and the Tennessee Prison for Women Annex in Nashville.

Community Supervision

The Community Supervision Division consists of 16 districts and 45 offices, along with multiple courtesy reporting sites throughout the state. Through new initiatives in both staff development strategies and best practices in offender supervision, the agency is able to provide a safer environment for the community, employees, and offenders. Accountability and oversight practices across the state have been strengthened through a realignment of the organizational structure of Community Supervision. A redesigned officer training curriculum that includes enhanced self-defense techniques, cultural diversity education, and de-escalation skills equips probation parole officers with the foundation necessary to safely and effectively supervise offenders in the communities in which they live and work. Probation parole officers, along with other members of the department, are participating in Critical Incident Team training designed to support them in more effective interactions with probationers and parolees with mental health issues.

The department continues to follow evidence-based practices by supervising probationers and parolees based upon a validated risk and needs assessment. The TDOC continues to increase options for alternatives to incarceration through the use

of a graduated sanctions system, partnerships with the Department of Mental Health and Substance Abuse Services for treatment services, as well as six Day Reporting Centers (DRC) across the state. A DRC is an intensive, substance use treatment program designed to be an alternative to incarceration. Each DRC location includes a Community Resource Center (CRC) which is a one-stop shop of offender services designed to assist offenders with successful reentry into the community.

Related Boards and Commissions

Tennessee Community Resource Board. This board consists of 15 members and a chairperson. The Commissioner of Correction and the chair of the Board of Parole approve all board positions. The board was created to coordinate volunteer activities in Tennessee's state prisons and community supervision programs and to train a network of volunteers for offender programs. All members of the board are appointed for three-year terms.

Tennessee Rehabilitative Initiative in Corrections (TRICOR). Effective July 1, 1994, legislation removed the former Correctional Enterprises from the department and created the independent TRICOR Board. The board consists of nine individuals appointed by the Governor, with the commissioner serving as an ex officio member. State statute requires that the board consist of individuals with specific and varied backgrounds. Effective July 1, 1999, legislation was adopted that removed TRICOR from the Department of Correction for administrative and fiscal purposes. TRICOR continues to operate, in partnership with the department, in all prisons throughout the state, using inmates as its main workforce.

Tennessee Sex Offender Treatment Board. The Tennessee Sex Offender Treatment Board was created by statute and became effective July 1, 1995. The purpose of the board is to develop standardized procedures for the identification and evaluation of sex offenders and to establish guidelines and standards for sex offender treatment and community monitoring. The board is composed of 13 members who possess expertise in the areas of sex offender treatment, monitoring, and victimology.

Commissioner Tony C. Parker

Tennessee Department of Correction

Correction Commissioner Tony Parker, once recognized as the youngest warden in the Tennessee Department of Correction (TDOC), has more than 36 years of experience in the field of corrections. Commissioner Parker began his correctional career at the Lake County Regional Correctional Facility in 1983 as a Correctional Officer. He was promoted to Correctional Corporal, Correctional Sergeant, Correctional Lieutenant, Correctional Captain, Associate Warden of Security at the West Tennessee High Security Facility, Deputy Warden at Northwest Correctional Complex, and was eventually appointed Warden at the Northwest



Correctional Complex where he served from 2003 until 2006. From 2006 until 2008, Parker served as the Warden of the West Tennessee State Penitentiary in Henning, Tennessee. In 2008, Parker again served as Warden of Northwest Correctional Complex until he was promoted to Correctional Administrator of the Tennessee West Region effective April 2011. In September of 2012, Parker was promoted to the position of Assistant Commissioner of Prisons where he supervised TDOC

prison operations and was responsible for oversight of the department's security operations as well as offender management. In June of 2016, Governor Bill Haslam appointed Tony Parker to the position of Commissioner of the Tennessee Department of Correction. Governor Bill Lee reappointed Parker as Corrections Commissioner in January 2019. Parker serves as President-elect of the American Correctional Association (ACA), the national organization of corrections professionals. He earned an Associate's degree in Criminal Justice from Dyersburg State Community College, a Bachelor of Science degree in Criminal Justice from the University of Tennessee at Martin, and a Master of Arts degree in Security Studies with an emphasis in Homeland Security from the prestigious Naval Postgraduate School (NPS) in Monterey, California. Commissioner Parker's thesis titled "Establishing a De-radicalization/Disengagement Model for America's Correctional Facilities: Recommendations for Countering Prison Radicalization" was published by NPS in 2013. In 2015, Commissioner Parker was called upon to testify before the Congressional Homeland Security Committee in relation to his thesis and recommendations for a de-radicalization model for U.S. prisons. Parker resides in Union City, TN with his wife, Misty, and their three children, Madison, Mia, and J'Coy.





Department of Economic and Community Development

The Tennessee Department of Economic and Community Development's mission is to develop and implement strategies that help make Tennessee the number one location in the Southeast for high-quality jobs. The department seeks to attract new corporate investment in Tennessee and works with Tennessee companies to facilitate expansion and economic growth.

A skilled workforce, prime geographic location, outstanding transportation network, and pro-business environment have earned Tennessee a solid reputation as a premier business location. The Tennessee Department of Economic and Community Development (TNECD) works to maintain Tennessee's successful business climate and seeks to enhance community quality of life, promote job creation and business opportunities, and offer support services to entrepreneurs and new and existing industries.

History

In 1945, general reorganization of state government formed an Industrial Development Division of the Tennessee State Planning Commission. In 1953, this division was made an independent agency known as the Tennessee Industrial and Agricultural Development Commission. The work of that commission was combined six years later to form a new Department of Conservation and Commerce. In 1963, the General Assembly placed state-level industrial development under a new staff division in the Governor's Office. The division's work was incorporated by the General Assembly in 1972 into what is now the Department of Economic and Community Development.

Business Recruitment and Rural Growth

TNECD works to attract companies from around the globe to locate new operations in the state while supporting business expansions from existing companies. Tennessee's central location, pro-business environment, and highly skilled workforce continue to be strong competitive advantages for the state's business recruitment

About the Agency

Commissioner:

Bob Rolfe

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Tennessee Tower

Statistics

- Year Established: 1945
- Employees: 104
- Historic Low Jobless Rate in 2019: 3.2 percent
- Nonfarm employment increased: 58,300 jobs in 2018
- Number of certified sites in Tennessee: 57
- Investments committed during FY19: \$3.6 billion and more than 21,950 jobs

efforts. In 2019, Tennessee was ranked #1 Best Business Climate in *Business Facilities'* Annual State Rankings Report – “The Best of the Best” in economic development.

During the first six months of the Lee administration, TNECD secured more than 8,500 job commitments and \$1 billion in capital from companies investing in the state. Tennessee's unemployment rate fell to a historic low of 3.2%, which occurred within the first four months of the Lee administration.

Tennessee's labor force of 3.3 million employed and unemployed individuals age 16+ has increased by 2.5 percent year-over-year; this was the highest rate of growth in the Southeast and the 3rd highest rate of growth in the nation.

Target Industries. TNECD's recruitment efforts are focused on, but not limited to, the following target clusters in which the state has a clear competitive advantage: aerospace and defense; appliances and electrical equipment; automotive; chemicals; distribution and logistics; food and agriculture; healthcare and life sciences; headquarters, finance, and tech; and rubber, ceramics, and glass products.

TNECD also partners with other state agencies, such as the Department of Agriculture, the Department of Tourist Development, the Department of Transportation, and the Department of Labor and Workforce Development, to support additional means of economic development and job creation.

Existing Industry Recruitment. TNECD has established nine geographically based regional offices across the state that work with local partners in all economic development activities. TNECD regional directors serve as a single point-of-contact for all jobs and business-related issues in the region and focus on expansions of existing Tennessee companies.

The nine economic development regions are Greater Memphis, Northwest Tennessee, Southwest Tennessee, Northern Middle Tennessee, Southern Middle Tennessee, Upper Cumberland, Southeast Tennessee, Northeast Tennessee, and East Tennessee.

New Business Recruitment. TNECD has a Middle Tennessee-based project management team responsible for the global recruitment of new industries to Tennessee. In addition, the Department has seven international recruitment offices to support foreign direct investment in Tennessee. The offices represent 11 countries in Europe and Asia including South Korea, the United Kingdom, France, Japan, Italy, Germany, Spain, China, Belgium, the Netherlands, and Luxembourg.

Launch Tennessee (LaunchTN). TNECD partners with LaunchTN for the state's entrepreneurial initiatives. Formerly known as the Tennessee Technology Development Corporation, the organization is a public-private partnership focused on supporting the development of high-growth-potential companies to help make Tennessee the most startup-friendly state in the nation. LaunchTN supports entrepreneurs in five strategic areas: capital, commercialization, market access, talent, and environment.

Rural Growth. In order to align TNECD's efforts and to develop new strategies and opportunities for Tennessee's rural communities, the Community and Rural Development Division was created in 2015. Through the Rural Economic Opportunity Act of 2016, TNECD has supported industrial site development through the Select Tennessee program, entrepreneurship development in downtown business districts through the Main Street Entrepreneur Grant, tourism development, and Asset-Based Planning and development for the state's most disadvantaged counties. These efforts align with the community development supported by federal funding through

Community Development Block Grants, Appalachian Regional Commission, and Delta Regional Authority funding and ThreeStar and downtown development programs.

TNECD Divisions

Under the direction of Commissioner Bob Rolfe, TNECD is led by a senior leadership team in the following areas: Business Development, Community and Rural Development, Legal, Administration, Center for Economic Research in Tennessee (CERT), Communications and Marketing, and the Tennessee Entertainment Commission.

Business Development. The division manages the recruitment and support of new and expanding businesses in Tennessee. Business Development includes TNECD directors of business development, nine regional offices, and international offices for foreign direct investment. TNECD's state-funded grant programs are managed in Business Development and include the FastTrack Infrastructure Development Program, which provides grants to communities for infrastructure-assisting job creation; the FastTrack Job Training Assistance Program, which provides grants to companies in Tennessee for job training opportunities; and the FastTrack Economic Development Fund, which covers a variety of company expenditures not covered by infrastructure or job training. The fund is used only in exceptional cases in which company impact is significant.

Community and Rural Development. The division uses programs including Select Tennessee, ThreeStar, Tennessee Main Street and Tennessee Downtowns, Asset-Based Planning, Broadband Accessibility, and federal programs (Appalachian Regional Commission, Delta Regional Authority, and Community Development Block Grants) to connect rural communities to resources and encourage them to identify and develop strategies around their assets—all to attract high-quality jobs and economically advance rural Tennessee.

Legal. The General Counsel and staff attorneys manage all legal affairs for TNECD, including negotiating legal terms for large projects, drafting agency contracts, assisting with preparing requests for proposals, and legislative drafting and analysis.

Administration. The division manages all budget and fiscal, accounting, information technology, audit, and human resources for the department.

Center for Economic Research in Tennessee (CERT). CERT is a team of research professionals within TNECD. CERT provides key research to support informed decisions and strategic competitiveness in economic and community development. In addition to research created for the department's recruiting and community development efforts, CERT evaluates performance metrics and trends impacting Tennessee's economy.

Communications and Marketing. The division provides strategic messaging and content, and dictates branding and advertising on a global scale for the department. In addition, the team coordinates all TNECD public events including the annual Governor's Conference on Economic and Community Development.

Tennessee Entertainment Commission. The commission works to attract film, television, music, interactive digital media, and other entertainment producers to the state, while assisting the current entertainment industry cluster within Tennessee.

TNECD Offices

TNECD's programs and services are delivered to the people of the state and to existing and prospective industries from a central office in Nashville and through nine regional offices located throughout Tennessee.

TNECD Northeast Region

Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Washington, and Unicoi counties.

TNECD East Region

Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and Union counties.

TNECD Southeast Region

Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea, and Sequatchie counties.

TNECD Upper Cumberland Region

Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White counties.

TNECD Northern Middle Region

Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, and Wilson counties.

TNECD Southern Middle Region

Bedford, Coffee, Franklin, Giles, Hickman, Lincoln, Lawrence, Lewis, Marshall, Maury, Moore, Perry, and Wayne counties.

TNECD Northwest Region

Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley counties.

TNECD Southwest Region

Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy counties.

TNECD Greater Memphis Region

Fayette, Lauderdale, Shelby, and Tipton counties.

Related Boards and Commissions

Building Finance Committee. The committee reviews and approves applications for Certificates of Public Purpose and Necessity, required for counties and municipalities desiring to issue debt obligations for industrial parks or buildings.

Local Government Planning Advisory Committee. The committee advises the commissioner on the administration of the Local Planning Assistance Program. It also exercises appointment and jurisdictional controls over regional planning commissions. The committee is the approving authority for countywide growth plans under the provisions of Public Chapter 1101 of 1998, the Tennessee Growth Management Act.

Launch Tennessee. The organization is a public-private partnership focused on supporting the development of high-growth companies in Tennessee, with the ultimate goal of fostering job creation and economic growth.

Tennessee Entertainment Commission. The commission is attached to the Tennessee Department of Economic and Community Development and is composed of nine members appointed by the governor and administered by an executive director. The commission works to promote and advance the entertainment industry across the state.

Tennessee Interactive Digital Media Advisory Council. The council is appointed by the governor to accelerate high-quality digital economy job growth, increase activities, and support education and workforce alignment in the emerging Interactive and Creative Technology industries. The council supports and is administered by staff of the Tennessee Entertainment Commission, which is attached to the Tennessee Department of Economic and Community Development.

Commissioner Bob Rolfe

Department of Economic and Community Development

Bob Rolfe was sworn in on January 19, 2019, by Governor Bill Lee to serve as the commissioner of the Tennessee Department of Economic and Community Development. The department is responsible for recruiting business and industry to the state, supporting existing companies, expanding economic opportunities across rural Tennessee, and boosting the state's overall economic prosperity.

Rolfe has served as TNECD commissioner since March 2017. Under his leadership, TNECD has increased Tennessee's global footprint. During Rolfe's tenure, he led Tennessee's efforts in the recruitment and expansion of nearly 70 international companies that have committed to create more than 12,200 jobs. Representing 22 countries, these companies have invested \$3.4 billion in the state.

Rural Tennessee has become a top priority for TNECD in recent years. Since 2017, the department has provided more than \$34 million in funding to rural communities throughout the state. In addition, companies have invested \$3.5 billion and committed to create more than 17,000 new jobs in rural communities over the past two years.

Rolfe has more than three decades of experience in business and investment banking in Tennessee. Before joining TNECD, he held the position of CEO of Medical Reimbursements of America, Inc., a company that provides specialty reimbursement solutions to improve financial performance for hospitals and health systems nationwide. Prior to his time at MRA, Rolfe co-founded West End Holdings in 2011, a Nashville-based private equity partnership. He spent the first 18 years of his career as an investment banker at J.C. Bradford and Co.

Rolfe received his E.M.B.A. from the Owen Graduate School of Management at Vanderbilt University and his B.S. from the University of Alabama's School of Commerce and Business Administration. He and his wife, Kathy, have been married for over 36 years and have three grown children. He is a member of First Presbyterian Church in Nashville, where he has served as an elder for two decades.





Department of Education

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Penny Schwinn, Commissioner

The Department of Education is charged with setting the vision for K–12 education in Tennessee and is led by Dr. Penny Schwinn, who was sworn in as Tennessee’s education commissioner on February 1, 2019. Under Dr. Schwinn, the department continues its commitment to accelerate student growth through excellence in achievement, to empower students and teachers, and to engage all stakeholders. Specifically, the department is committed to leveraging the time, talent, and resources of the department to authentically engage and serve the students and families of Tennessee. This work is grounded in equity, transparency, and a sense of urgency to ensure all students reach their fullest potential.

Over the past several years, students in Tennessee have continued to make gains in student achievement as measured by annual state assessments. In the fourth year of TNReady, students showed progress across nearly all grade bands and subject areas. This translates to hundreds more students meeting course expectations.

Under Dr. Schwinn, the Department of Education launched a new strategic plan in the fall of 2019 to build on the previous success. The new strategic plan was informed by numerous sources of feedback from various stakeholders across Tennessee and places students and educators at the center of the work. The department has been reorganized to align to the new strategic plan going forward. The Department of Education’s work is further bolstered by Governor Bill Lee who has made education a top priority in his first term. Overall, the department’s strategic plan, in collaboration with the Governor’s initiatives, places students first and drives toward empowering all students to be successful after high school on whichever path they choose.

Administration

The Department of Education is led by the commissioner of education. Appointed by the Governor, the commissioner serves as a member of the Governor’s Cabinet and as executive officer of the Department of Education. The department supervises the allocation of funds appropriated as state and federal aid to public education. For the 2018–19 school year, Tennessee’s 148 public school systems served more than 1,800 schools and had a combined average membership of nearly 1 million students. With administrative responsibility for over 70,000 teachers, principals, supervisors, and other professional employees, the department spends approximately \$6.2 billion in state, federal, and local funds annually.

Organizationally, the department carries out its responsibilities through a central office staff in the Andrew Johnson Tower in Nashville and through eight Centers of Regional Excellence, located in Knoxville, Johnson City, Nashville, Martin, Shelbyville, Chattanooga, Jackson, and Cookeville.

History

The first public school law in Tennessee was passed in 1829 and authorized local taxes for the support of common schools. Tennessee's first constitution made no mention of public education. The second state constitution, adopted in 1835, charged the Tennessee General Assembly with the duty "in all future periods of this Government, to cherish literature and science." The third state constitution, approved in 1870, placed upon the General Assembly the responsibility for providing a state public school system and for restoring the common school fund.

Tennessee's first state superintendent of public instruction, Colonel Robert H. McEwen, was appointed in 1836. In 1844, the General Assembly abolished the office of state superintendent. From 1844 to 1867, and then from 1870 to 1872, the public schools were under the office of the Treasurer. The Public School Law of 1873 is regarded as the parent act of public education and provided the basic framework for Tennessee's system of public education.

The General Assembly authorized secondary schools in 1891. In 1899, a second act authorized at least one high school to be established in every county. The General Education Act of 1901 provided revenue for the support of all levels of public education, from elementary school through college. The act also provided for election of county school boards and for the first percentage distribution of the school fund to all levels of public education.

In 1913, Tennessee became the first among southern states to enact a compulsory school attendance law. In 1923, the legislature created the Tennessee Department of Education along with the Commissioner of Education position.

Public school laws were recodified in 1925. In 1947, the Legislature levied the state's first retail sales tax and allotted eighty percent of the proceeds to the public schools. Findings of a 1957 survey of K–12 and higher education furnished the guidelines for education during the next two decades.

In 1984, the Tennessee General Assembly enacted the Better Schools Program, which brought Tennessee to the national forefront in education reform. The 1992 Education Improvement Act, which mandated accountability for schools and school systems, renewed the state's position of national leadership in education.

Divisions and Offices

Office of the Chief of Staff

Division of the Chief of Staff. The division supports the Commissioner's day-to-day operations and engagement with stakeholders.

Division of Human Capital. The division works to ensure there are effective teachers in every classroom and effective leaders at every level across the state. The division oversees educator licensure, collaboration with educator preparation programs, teacher and leader effectiveness, and internal Department of Education staffing and engagement.

Division of Performance Management. The division is responsible for implementing the performance management framework across the department and monitoring the progress of key initiatives.

Division of Research and Analysis. The division conducts internal research and analysis and coordinates external research partnerships. This work provides concrete

information to inform strategic decision-making and evaluate the effectiveness of existing initiatives.

Office of the Chief Operating Officer

Division of Information Technology. The division provides the department with information technology support, information technology engineering, and software development. The division also leads the development and maintenance of data systems and carries out product portfolio management.

Division of Finance. The division is responsible for all financial resources of the department, including state and federal funds. This division oversees the budget, accounting, and disbursement of these funds for both state department operations and disbursement to districts.

Division of District Operations. The division supports the department and districts with many of the business and facilities processes needed to provide a safe and productive environment. This includes services such as school nutrition, safety, procurement, and asset management.

Office of the Chief Academic Officer

Division of College, Career & Technical Education. The division is responsible for developing strong alignment between the K–12 school systems, employers, and higher education to support all students in graduating with the skills they need for college and careers. The division ensures the alignment and rigor of coursework, supports educators, and leads and implements early postsecondary strategies to promote student readiness.

Division of Special Populations. The division works with districts and schools across the state to provide educational opportunities for students who need additional support.

Division of Early Learning. The division leads the department's work to set strong foundations for our youngest students. As part of this work, the division oversees the department's Voluntary pre-K program.

Division of Standards and Materials. The division leads the department's work in developing high standards for math, science, English language arts, and social studies. The division ensures alignment between those high-quality standards and related curricular and professional learning resources.

Office of the Chief Schools Officer

Division of School Improvement. The division is responsible for providing targeted support, funding, and oversight for the lowest performing schools in the state. These schools are identified as Priority Schools or Focus Schools through the state's accountability framework.

Achievement School District. The district was established in 2012 as a local education agency (school district) within the Tennessee Department of Education. The district's specific function is to serve as an intervention in turning around schools that have been consistently identified in the bottom five percent of student performance.

Division of School Models and Programs. The division oversees various specific school programs including charter schools, non-public schools, home schools, and the Individualized Education Account (IEA) Program.

Office of the Chief District Officer

Division of Federal Programs and Oversight. The division leads the department's result-based monitoring related to multiple federal grants, including the Individuals with Disabilities Education Act (IDEA) and the Every Student Succeeds Act (ESSA). The division works to ensure compliance with all statutory and regulatory requirements.

Division of Whole Child. The division works with districts and schools across the state to develop strategies and resources to create conditions for learning for all students. This work includes strategies and resources targeted at supporting the physical and mental health and safety of all students in Tennessee.

Division of Tennessee Early Intervention System (TEIS). The division oversees and implements a voluntary educational program for families with children birth through age two with disabilities or developmental delays. The principles of the program are to support families in promoting their child's optimal health, facilitating the child's participation in family and community activities, and encouraging the active participation of families in the intervention by embedding strategies into family routines.

Office of the Chief Strategy and Data Officer

Division of Assessment. The division leads development, coordination, and logistics for state and national assessments. This includes the development of state assessments aligned to Tennessee standards and the annual administration of the Tennessee Comprehensive Assessment Program.

Division of Accountability. The division is responsible for the design and implementation of the state's accountability system.

Division of Data Use and Data Governance. The division supports high-quality data analysis and reporting to facilitate effective decision-making and improve student results.

Office of the Deputy Commissioner

The office is responsible for the development and implementation of the Tennessee education savings account program. This program was authorized as part of the 2019 legislative session and identified as a key priority for Governor Bill Lee.

Centers of Regional Excellence (CORE)

The state's CORE offices provide targeted, differentiated support to Tennessee's school districts in implementing the department's key priorities. The eight regional CORE offices each have a director and a team of academic specialists who are deployed to support school districts with training, professional development, strategic planning, and execution.

Division of Policy & Legislative Affairs

The division leads the department's legislative efforts and policy work with the state legislature and State Board of Education.

Office of the General Counsel

The office provides legal services for the day-to-day operations of the department, as well as guidance and legal training to assist the department and school districts in the implementation of programs and services for Tennessee students.

Office of Communications

The office supports the department in developing high-quality communications to engage stakeholders. The office also manages media relations and serves as a liaison to the department's public partners.

Related Councils and Commissions

Tennessee Advisory Council for the Education of Students with Disabilities. Appointed by the Governor, this state advisory council advises the Governor, the Legislature, and the Commissioner of Education on special programs and issues that will help meet the needs of children with disabilities.

Tennessee Council for Career and Technical Education. This council is an independent advisory group of thirteen members appointed by the Governor to serve in an advisory capacity to the Tennessee Board of Education, the Tennessee Board of Regents, the Governor, and the General Assembly. Members of the council are appointed to serve six-year terms. The council is active in formulating statewide educational policy and programs for career and technical education.

State Interagency Coordinating Council (SICC). This council advises and assists the state's lead agency, the Tennessee Department of Education, in the responsibilities specified under Part C of the Individuals with Disabilities Education Act for implementation of a statewide system of early intervention services for infants and toddlers with disabilities and their families. The Governor appoints council members, and the council's composition is specified by federal statute.

State Textbook and Instructional Materials Quality Commission. The ten-member commission is composed of three appointees chosen by the Governor, three chosen by the Speaker of the House, three chosen by the Speaker of the Senate, and the Commissioner of Education or the commissioner's designee. The commission reviews and recommends a list of textbooks to the State Board of Education for the board's approval for use in public schools. The commission also publishes a list of approved textbooks, determines policies and conditions for the addition or removal of textbooks from the state textbook lists, sets specifications for textbooks, and contracts with publishers for the prices charged during the contract period. Newly appointed members of the commission serve three-year terms.

Commission on Holocaust Education. Established in 1984, the commission serves with the purpose to educate and commemorate the history of the Holocaust. In 1996, the commission was recreated with the primary focus of education as its mission. The commission creates and implements resources, workshops, conferences, exhibits, learning, and in-service seminars, as well as publications for the educational and general community.

Dyslexia Advisory Council. The Dyslexia Advisory Council was created as part of Public Chapter 1058 of the Acts of 2016. This law requires school districts to screen for characteristics of dyslexia through their existing Response to Instruction and Intervention (RTI²) procedures and to provide "dyslexia-specific tiered interventions" for students that demonstrate a need. This council is convened by the Department of Education to provide input and feedback on such matters related to dyslexia.

Governor's Advisory Council for Alternative Education. The Governor's Advisory Council for Alternative Education is comprised of 10 members appointed by the Governor. The advisory council is responsible for considering and providing advice regarding any matter related to alternative education presented to it by the Governor,

Commissioner, or State Board of Education, for studying proposed plans for alternative education programs or curricula to determine if the plans or curricula should be adopted, and for studying alternative education programs or curricula implemented in Tennessee school systems or other states to determine the effectiveness of the programs or curricula. The council also produces an annual report on the state of alternative education in Tennessee.

Energy Efficient Schools Council. The Energy Efficient Schools Council is twelve-member body that includes representation from the Departments of Education, Environment and Conservation, and Economic and Community Development as well as appointees by the Governor, Speaker of the Senate, and House of Representatives. The council is responsible for approving the design and technology guidelines as established by the technical advisory committee, awarding grants or loans to school systems for qualifying capital outlay projects, determining cause to be conducted verification of energy efficiencies achieved using the methodologies established by the technical advisory committee, establishing and supporting ongoing energy management programs, and establishing compensation for members of the technical advisory committee.

Commissioner Penny Schwinn

Tennessee Department of Education

Dr. Penny Schwinn was sworn in as Tennessee's education commissioner on February 1, 2019. As commissioner, Dr. Schwinn is committed to building on Tennessee's momentum over the last decade, and plans to continue to accelerate growth through excellence in achievement, empowerment of students and teachers, and engagement of all stakeholders.

Coming from a family of educators and committed to increasing access to an excellent education for all children, Commissioner Schwinn began her work as a high school history and economics teacher in Baltimore. Her early career also includes experience as a new teacher coach in south Los Angeles and time in the private sector, where she supervised work in operations, marketing and information management.

Prior to joining the Tennessee Department of Education, Commissioner Schwinn served as the Chief Deputy Commissioner of Academics at the Texas Education Agency, where she oversaw the Office of Academics and was responsible for the following agency departments: School Programs (including Early Childhood Education, Reading, and College, Career, and Military Preparation); the Deputy Commissioner of Special Populations and Monitoring (including Special Education); the Deputy Commissioner of Standards and Engagement (including Curriculum, Digital Learning, Assessment, and Performance Reporting); Research and Analysis; and Special Projects.

Commissioner Schwinn also previously served in other state and district roles as an Assistant Secretary of Education in the Delaware Department of Education and as Assistant Superintendent of Performance Management for the Sacramento City Unified School District. She is also the founder and former superintendent of Capitol Collegiate Academy, at the time one of the county's highest performing charter schools serving low-income students from a region of Sacramento where she grew up. She also served as an elected Trustee for the Sacramento County Board of Education.



Commissioner Schwinn earned her Bachelor of Arts from the University of California-Berkeley, her Master of Arts in Teaching from Johns Hopkins University, and her PhD in Education Policy from Claremont Graduate University in California. She is the proud parent of two daughters, both of whom are enrolled in Tennessee public schools.



HISTORIC
COLD SPRINGS
1852 1951

Higher Education

Public higher education in Tennessee consists of six locally governed universities, the University of Tennessee with campuses in Chattanooga, Knoxville, Martin, and Memphis, and the Tennessee Board of Regents charged with governance over the state's 13 community colleges and 27 colleges of applied technology. Each of the eight governing boards was legislatively established with defined roles and responsibilities for ensuring the public direction and policy guidance for their respective institutions. The Tennessee Higher Education Commission (THEC) serves as the coordinating authority for implementing Tennessee's statewide higher education public and fiscal policy as well as the programmatic elements of the state's strategic master plan for postsecondary education.

Tennessee Higher Education Commission

The Commission was created in 1967 by the 85th Tennessee General Assembly to facilitate a coordinated and unified public postsecondary mission across higher education institutions in Tennessee. The Commission is composed of nine voting members appointed from the general public, each serving six-year terms and representing the three Grand Divisions of the state equally; three constitutional officers (Comptroller of the Treasury, State Treasurer, and Secretary of State) who are ex-officio voting members; one voting student member; and the Executive Director of the State Board of Education, as an ex-officio, non-voting member.

THEC has become a national model for higher education, coordinating boards through its leadership role in the development, implementation, and evaluation of leading edge public policies and programs and facilitating the student completion focus of the state's Drive to 55 initiatives. Central to THEC's mission is the relentless focus on increasing the number of Tennesseans with a postsecondary credential through innovative student access and success programs while further protecting students and consumers in Tennessee.

Among the commission's statutory responsibilities are developing and implementing a statewide strategic master plan; establishing annual tuition and fee increase parameters, reviewing and approving new academic programs; developing and utilizing an outcomes-based funding model for institutions; recommending the operating and capital budgets for public higher education; and serving as the authorizing entity for private postsecondary institutions operating in the state. THEC also provides historical data and analysis, research, and other critical information to the public, institutions, Legislature, and state government. The commission is also the State Approving Agency for the U.S. Department of Veterans Affairs to ensure that any postsecondary institution desiring to offer veterans benefits to its students meets the department's standards. The underlying principles of the commission in the fulfillment of the responsibilities and development of policies have been, and continue to be, equity, excellence, accessibility, and accountability.

The current members of THEC are: Evan Cope, Chair; Dr. Nancy Dishner; Jimmy Johnston; Pam Koban; Jay Moser; Vernon Stafford, Jr.; Frank L. Watson, Jr.; A C Wharton, Jr.; Dakasha Winton; Secretary Tre Hargett; Comptroller Justin P. Wilson; Treasurer David H. Lillard, Jr.; Dr. Sara Heyburn Morrison; and Celeste Riley.

Executive Director Mike Krause*Tennessee Higher Education Commission*

Mike Krause is the Executive Director at the Tennessee Higher Education Commission. Before assuming this role, he served as the founding executive director of the Tennessee Promise and Drive to 55 initiatives, where he coordinated the launch of the nation's first free community college program. Previously, Krause served as the assistant executive director at the Tennessee Higher Education Commission, leading a variety of initiatives within the Academic Affairs Division. Krause also served for eight years in the United States Army, where he completed three combat tours with the 101st Airborne Division. Krause holds a bachelor's degree from Austin Peay State University and a master's degree in Public Policy from Vanderbilt University.

**University of Tennessee System**

THE UNIVERSITY OF
TENNESSEE

The University of Tennessee System (UT) is comprised of campuses at Knoxville, Chattanooga, and Martin; the Health Science Center at Memphis; the Space Institute at Tullahoma; and the statewide Institute of Agriculture and Institute for Public Service.

The UT System has a presence in each of Tennessee's 95 counties. Through the combined force of education, research, and outreach, the University serves students, business and industry, schools, governments, organizations and citizens statewide.

The statewide university provides a range of accessible and affordable educational opportunities and highly regarded professional schools. About 51,000 students are enrolled, and UT awards more than 12,000 degrees a year. More than 387,000 alumni live throughout the state, nation, and world.

The UT system's three-part mission is to deliver education, research, and public service.

UT has nationally ranked programs in the fields of law, pharmacy, business administration, engineering, social work, education, arts and sciences, and medicine.

The UT-Battelle partnership manages Oak Ridge National Laboratory for the Department of Energy, strengthening the university's long-standing affiliation with the nation's largest science and energy laboratory. The Health Science Center in Memphis has extensive ties with St. Jude Children's Research Hospital, an internationally recognized research institution.

The Board of Trustees is the governing body of the University of Tennessee, overseeing the educational and operational activities of the statewide University system. The university system is governed by a 12-member board of trustees appointed by the Governor, and is comprised of 1 ex officio member, who is the Commissioner of Agriculture, and 11 appointed members, one of whom is a non-voting student member.

Board members are John Compton, Knox County, chairman; Commissioner Charles Hatcher; Decosta Jenkins; Kara Lawson; Amy E. Miles; Spencer Amman, Student

Trustee; William C. Rhodes III; Donnie Smith; Kim H. White; Alan D. Wilson; Brad Box; and Jamie Woodson.

Randy Boyd is interim president of the statewide University of Tennessee system. Officials in charge of the UT campuses and institutes are Dr. Steve Angle, chancellor of UT Chattanooga; Dr. Donde Plowman, chancellor of the Knoxville campus; Dr. Keith Carver, chancellor of UT Martin; Dr. Steve Schwab, chancellor of the Health Science Center; Dr. Tim Cross, senior vice president/senior vice chancellor of the UT Institute of Agriculture; and Dr. Herb Byrd, vice president of the statewide Institute for Public Service.

Interim President Randy Boyd

The University of Tennessee System

Randy Boyd is the Chief Executive Officer of the statewide University of Tennessee System. He was appointed the twenty-sixth president of the university by the UT Board of Trustees September 25, 2018. He took office November 22 following the retirement of UT President Joe DiPietro.

Boyd is the founder and chairman of Radio Systems Corp., a Knoxville-based business. He also serves as chairman of Boyd Sports and is the owner of the Tennessee Smokies, Johnson City Cardinals, Greeneville Reds, and Elizabethton Twins.

Boyd served as chair of the Tennessee Higher Education Commission and as commissioner of the Tennessee Department of Economic and Community Development. He is founder and co-chair of the Governor's Rural Taskforce, which exists to help state government and industry leaders find solutions to the biggest challenges facing rural Tennessee.

He also served as Gov. Bill Haslam's adviser for higher education and was the architect of Tennessee Promise, Drive to 55, and Tennessee Achieves—initiatives aimed at increasing the number of Tennesseans with postsecondary degrees to 55 percent by 2025 and decreasing financial hardship for those Tennesseans pursuing degrees.

Boyd is the first in his family to graduate from college. He earned a bachelor's of science degree in business with an emphasis on industrial management from UT Knoxville. He also earned a master's degree in liberal studies with a focus on foreign policy from the University of Oklahoma.

The president's office is located on the University of Tennessee campus in Knoxville.





Steve Angle
Chancellor,
Chattanooga



Donde Plowman
Chancellor,
Knoxville



Keith Carver
Chancellor, Martin



Steve Schwab
Chancellor,
Health Science
Center



Tim Cross
Senior Vice
President/Senior
Vice Chancellor,
Institute of
Agriculture



Herb Byrd
Vice President,
Institute for Public
Service

University of Tennessee Campuses and Institutes

The University of Tennessee is headquartered in Knoxville and comprised of:

- The flagship campus at Knoxville, Tennessee's oldest and largest public university, a land-grant institution, and a major research university.
- The University of Tennessee at Chattanooga, a community-engaged university offering bachelor's, master's, and doctoral programs through eight colleges and schools.
- The University of Tennessee at Martin, a primarily undergraduate campus located in northwest Tennessee with more than one hundred specialized fields of study.
- The Memphis-based Health Science Center, a statewide educational and research entity and hub of the Memphis Medical Center since 1911.
- The Institute of Agriculture, a statewide education, research, and outreach organization serving students, producers, and consumers throughout Tennessee and beyond.
- The Institute for Public Service, a statewide organization of agencies serving city and county governments, training law enforcement professionals at the state and national levels, and helping manufacturers throughout Tennessee reduce costs and increase revenue. The Tennessee Language Center (formerly TFLI), is also part of Tennessee's Institute for Public Service.

- The Space Institute at Tullahoma, a graduate education and research institution in Middle Tennessee adjacent to the U.S. Air Force Arnold Engineering Development Center.

Austin Peay State University



Year Established: 1927

Fall 2018 Total Enrollment: 10,954

Undergraduate: 9,871

Graduate & Professional: 1,083

Austin Peay State University (APSU)—named for a former Tennessee governor—is the state’s leading provider of higher education to military-affiliated students, and it is one of the region’s key economic engines, partnering with local industry to develop programs tailored to the area’s workforce needs. In the fall of 2018, the University’s growing reputation led to a record enrollment of 10,954 students, making it the fastest growing public university in Tennessee.

A year earlier, Austin Peay opened its newest facility, the \$21.3 million Art + Design Building. The 46,000-square-foot facility houses the Department of Art + Design and includes two gallery spaces, open classrooms, faculty offices, and a lecture hall that doubles as a recital space. Within the last few years, the University also has opened several new facilities, including the state-of-the-art Maynard Mathematics and Computer Science Building, the Governors Terrace residence halls and Fortera Stadium.

In 2016, the University purchased 10 additional acres along College Street from the Jenkins and Wynne auto dealership. The \$8.8 million purchase marked one of the largest expansions in the University’s history, and it now connects the 182-acre campus with downtown Clarksville. In 2017, the APSU Office of University Advancement relocated into the Jenkins Building on that property, and a partnership with bookseller Barnes & Noble has led to the construction of a new, 13,000-square-foot campus bookstore in that area to open in the near future.

In addition to the University’s Clarksville campus, Austin Peay also offers academic programs and classes at its Austin Peay Center at Fort Campbell. In 2015, the Tennessee Higher Education Commission (THEC) designated Austin Peay as a Veterans Education Transition Support Campus (VETS) for the supportive environment it provides student veterans. As the state’s largest provider of higher education to military-affiliated students, at least 2,659 students having a military connection enrolled in the fall of 2018. In September of that year, the University’s Board of Trustees unanimously voted to create the William E. & Sadako S. Newton Military Family Resource Center.

Since 1985, Austin Peay’s Center of Excellence for the Creative Arts has provided students, the Clarksville community, and the Middle Tennessee region with engaging experiences through the University’s Art + Design, Music, Theatre & Dance, and Creative Writing programs. Across campus, the APSU Center of Excellence for Field Biology brings together scholars and students dedicated to the study and preservation of biodiversity in the southeastern United States.



Alisa White
President

Many of Austin Peay's graduates have gone on to become national and international leaders, and several fill key posts in the Tennessee legislature and in higher education. During the November 2008 election, Dr. Phil Roe, a 1967 chemistry graduate, became the first APSU alumnus elected to the U.S. Congress. In 2019, Jason Hodges, a political science graduate, began serving as freshman state representative in the Tennessee General Assembly, representing District 67. Representatives Jay Reedy (District 74); Curtis Johnson (District 68), Darren Jernigan (District 60), and State Senator Sara Kyle (District 30) have all earned bachelor degrees at Austin Peay. Riley C. Darnell, a 1962 Austin Peay graduate, served 22 years in the Tennessee Legislature, and spent 16 years as Tennessee's Secretary of State. John Morgan, an alumnus and son of former Austin Peay president Joe Morgan, served the state as Comptroller of the Treasury and later as chancellor of the Tennessee Board of Regents. Mike Krause, executive director of the Tennessee Higher Education Commission and Tennessee Student Assistance Corporation, is also an APSU alumnus.

In the APSU Department of Athletics, the Spring of 2019 marked the fourth consecutive semester that Austin Peay's student-athletes posted a departmental grade-point average of 3.0 or better. That spring, 70 percent of the University's 289 varsity student-athletes earned academic honors. More than 100 Governor athletes earned a spot on the Dean's List, with 48 posting perfect 4.0 GPAs for the semester. The Department of Athletics also recently added its 16th athletic team, beach volleyball, and the University's women's volleyball team was Ohio Valley Conference regular season champions for two years in a row, earning a spot in the NCAA Tournament in 2017. In 2019, Austin Peay's women's tennis team achieved a 22-0 record, and the team was named both OVC regular season and tournament champions. Tennis coach Ross Brown and volleyball coach Taylor Mott both earned OVC Coach of the Year awards for their respective sports.

East Tennessee State University



EAST TENNESSEE STATE
UNIVERSITY

Year Established: 1911

Fall 2018 Total Enrollment: 14,574

Established under the General Education Bill by the General Assembly in 1909, East Tennessee State University (ETSU) opened in 1911 as East Tennessee State Normal School. To reflect the institution's expanding role in education, the General Assembly authorized a series of name changes, and, in 1963, university status was achieved.

Enrollment exceeds 14,500 students pursuing studies through 11 colleges and schools: College of Arts and Sciences, College of Business and Technology, College of Clinical and Rehabilitative Health Sciences, Clemmer College, Honors College, James H. Quillen College of Medicine, College of Nursing, Bill Gatton College of Pharmacy, College of Public Health, School of Continuing Studies and Academic Outreach, and School of Graduate Studies. The university awards degrees in more than 150 programs of study, with offerings at the undergraduate, graduate, and professional levels, including distinctive interdisciplinary programs. In addition to degree programs for residential and commuting students, it offers many programs online or at sites beyond the 350-acre main campus in Johnson City, including two campuses in nearby Kingsport and one in Sevierville.

Following the passage of the Focus on College and University Success (FOCUS) Act by the 109th Tennessee General Assembly, ETSU is governed by a 10-member Board of Trustees. Eight of those members are appointed by the Governor of Tennessee, and the remaining two include a faculty representative elected by ETSU's Faculty Senate and a student representative selected by the board. ETSU is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

In 2019, the university launched ETSU Health, a new outward-facing brand that encompasses the educational, clinical, and research pursuits of the colleges of Medicine, Nursing, Clinical and Rehabilitative Health Sciences, Pharmacy, and Public Health. ETSU Health is not a legal entity.

During the 2018-19 academic year, ETSU faculty and students received more than \$47 million in funding for research and other sponsored program activities. ETSU's graduate program in storytelling is the only one of its type, offering a certificate in storytelling performance and an M.A. in professional communication with a concentration in storytelling. Further, ETSU became the first university in America to offer a four-year degree in bluegrass, old-time, and country music.

The five-acre ETSU Gray Fossil Site, located less than two miles from Interstate 26, is one of the richest sources of information in the nation about the Miocene Epoch.

ETSU is a member of the Southern Conference and offers men's baseball and football; women's softball, triathlon, and volleyball; and men's and women's basketball, cross-country, golf, soccer, tennis, and track and field.

In 2017, ETSU opened the \$26 million, 7,694-seat William B. Greene Jr. Stadium as the home of the Buccaneer football team and broke ground on the \$53 million James C. and Mary B. Martin Center for the Arts, which will be home for many of ETSU's arts programs, with performance, instructional, and teaching space, including a performance hall with seating for 1,200 guests.



Brian Noland
President

Middle Tennessee State University

**MIDDLE
TENNESSEE**
STATE UNIVERSITY.

Year Established: 1909

Year Opened: 1911

Fall 2019 Total Enrollment: 21,721

Undergraduate: 19,461

Graduate & Professional: 2,260

Middle Tennessee State University (MTSU) is a comprehensive university, proud of its century-plus commitment to academic excellence and student success. Our continuing Quest for Student Success plan has involved revamping academic advising, reworking general core courses, and developing customized graduation maps for each student. As a community of scholars, we enthusiastically embrace our past, celebrate our present accomplishments, and effectively



Sidney A. McPhee
President

plan for the future.

MTSU offers more than 300 undergraduate and graduate programs of study and features signature disciplines in accounting, aerospace, recording industry, equine studies, teacher training,

industrial/organizational psychology, and concrete industry management. With an enrollment of about 22,000, MTSU is the No. 1 provider of college graduates to the greater Nashville economy; the second-largest producer of graduates in the state among public universities; and the top producer of adult (age 25 and older) and low-income (Pell Grant-eligible) graduates in Tennessee. Designated a Carnegie research doctoral university, MTSU is now overseen by a 10-member Board of Trustees.

MTSU was founded as a teachers' school and today remains the No. 1 provider of educators in Tennessee. Throughout the century-plus years of service, MTSU's academic offerings have grown in quantity and quality to better serve the needs of the Middle Tennessee region and support the state's economic growth and development. MTSU prepares ready-to-work graduates who become engaged citizens of the state. As such, MTSU serves as the capstone of Tennessee's higher educational program built on the Tennessee Promise and the Drive to 55 initiatives.

MTSU is the leading producer of college graduates in the Middle Tennessee market, with more than 60% of its alumni living within an hour's drive of Murfreesboro and more than 75% of its alumni residing in Tennessee. An economic engine in the state, MTSU adds not only educational and cultural value to Tennessee but also stimulates a vibrant business environment for the region. A study by the Business and Economic Research Center estimates MTSU's economic impact on Tennessee to be 8,400-plus jobs, resulting in more than \$1.1 billion in revenue annually. A subsequent study determined that MTSU alumni and their employees generate \$9 billion annually in business revenue within the state.

MTSU was named a top college in the U.S. by The Princeton Review in the 2020 edition of its college guide, *The Best 385 Colleges*, a designation only 13% of America's four-year colleges have earned. MTSU also received honors again as a top college in the Southeast Region. It is among six new institutions making *The Best 385 Colleges* national list for the first time.

The university occupies 515 acres at the geographic center of Tennessee in Murfreesboro, about 30 miles southeast of Nashville. Two state-funded construction projects totaling over \$70 million are currently underway on the beautiful campus of MTSU. A \$39.6 million classroom building for the College of Behavioral and Health Sciences, expected to open by the Fall 2020 semester, will provide 91,000 new square feet for critically needed classrooms, offices, and lab spaces for the criminal justice administration, psychology, and social work programs. The state also provided \$31.6 million for the construction of a 54,000-square-foot building to house MTSU's first-of-its-kind concrete industry management and construction management degree programs.

The university's athletics department fields 17 Division I teams in men's and women's sports as a member of Conference USA. Individually, our athletes excel in the classroom, meeting or exceeding NCAA Academic Progress Rate (APR) requirements in all 17 sports.

Tennessee State University



Year Established: 1909

Fall 2019 Total Enrollment: 8,081

Undergraduate: 5,877

Graduate & Professional: 2,204

As Nashville's only public comprehensive, urban, co-educational, land-grant university, Tennessee State University offers 38 bachelor's, 24 master's, and seven doctoral degrees. Established under a 1909 act of the General Assembly, TSU opened as the Agricultural and Industrial State Normal School at Nashville in 1912. The university is accredited by the Southern Association of Colleges and Schools (SACS) and ranked No. 1 among historically black colleges and universities (HBCUs) in the "Top 10 HBCUs that Produce Teachers" by *HBCU Lifestyles*; and No. 6 among the "Top Schools Where Graduates Earn the Highest Starting Salaries," by *Smart Asset*.

Tennessee State University is among the nation's prominent Historically Black Colleges and Universities. It offers unparalleled research and service opportunities for students, scholars, and business partners from around the globe. TSU is led by its defining mission of teaching, research, and service, which is evident through the university's motto: "*Think. Work. Serve.*" *Top-Notch Academics*

Resting at the heart of the university's mission is its commitment to serve the needs of its extended communities and prepare graduates for meaningful careers in health professions, education, business, engineering, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines. TSU is especially dedicated to increasing representation and measures of success in these areas. The university has a variety of academic disciplines to choose from with degree programs, including everything from urban studies to agricultural sciences to music to computer science.

Other programs include women's studies, supply chain management, a new online Professional Science master's with a concentration in Applied Geospatial Information Sciences, and a new Executive MBA program. The Center for Academic Excellence in Intelligence Studies, one of only four in the nation, prepares students for professional careers in the U.S. intelligence community.

Tennessee State is equipping students with the intellectual resources to compete in a global environment. Important partnerships have been aligned with leading global companies such as Boeing, HCA, Dell, IBM, and others in which funding, internship, and service-learning initiatives have been developed.

The university's Honors Program expanded to become an Honors College in 2015 and celebrated 50 years of academic achievement. The college hosts chapters of Phi Eta Sigma, the oldest and largest freshman honor society in the United States; and the Honor Society of Phi Kappa Phi, one of the most prestigious honor societies comprising all academic disciplines.

TSU has received several accolades over the years, such as being named to the President's Higher Education Community Service Honor Roll, named one of the Top 25 HBCUs in the nation by *U.S. News and World Report*, and one of five higher education institutions across the nation to win the 2016 Andrew Heiskell Award for Innovation in International Education.



Glenda Glover
President

Campus Climate

A 500-acre terrain decorated with 65 buildings and plush clusters of greenery make the beauty and accessibility of the university's main campus undeniable. Complementing the main campus is a newly renovated downtown campus, located near the center of Nashville's business and government district, featuring a simulated stock-trading center, a student computer laboratory, continuing education, distance learning, and multimedia services. TSU's student enrollment is nearly 8,000, with close to 1,200 faculty and staff as part of the university's team.

Student Life

Tennessee State University offers a variety of places to live, eat, laugh and play. Numerous clubs and organizations make up a vibrant campus, where students have the opportunity to get involved, build relationships, connect on like-causes and serve in leadership roles. The university is home to more than 100 student organizations, including a championship forensics program, fraternities and sororities, the Student Government Association, club sports and intramural teams, and service learning opportunities.

In addition, TSU is home to Ohio Valley Conference Championship teams in track and field and basketball. The world-renowned Aristocrat of Bands has performed in more than 15 nationally televised NFL halftime shows, three presidential inaugurations, and has appeared and performed in a variety of television, movie, and concert venues. The Aristocrat of Bands was the first collegiate band to perform the halftime show in the 51-year history of the Pro Football Hall of Fame game. In 2016, the AOB performed on the lawn of the White House in Washington, D.C. to celebrate the opening of the National Museum of African American History and Culture.

Competitive Research

In fiscal year 2017, research and grant dollars reached \$50 million. A Carnegie-designated research institution, the university has experienced an explosion in sponsored research over the past few years.

Tennessee State University is also home to the Samuel P. Massie Chair of Environmental Engineering, funded by the U.S. Department of Energy. A Business Incubation Center hosted by the university has launched numerous small businesses in Tennessee, including The Green Truck Moving Company founded by three TSU graduates whose success has led to them opening a nationally recognized pizzeria, Slim & Husky's.

Its Centers of Excellence in research has also earned international recognition for groundbreaking work in educational policy and planetary discoveries.

Notable Alumni

Tennessee State University has produced thousands of graduates who are productive, contributing members of society in the fields of education, business, science, government, non-profit, and media, to name a few. More than a century old, TSU is proud to have graduated distinguished alumni, such as world-class Olympic athlete Wilma Rudolph; TV talk show host and multimedia entrepreneur Oprah Winfrey; award-winning journalist and philanthropist Carl Rowan; Jesse Russell, whose pioneering engineering studies led to the development of the cellular telephone; and cardiac surgeon Dr. Levi Watkins, who implanted the first heart defibrillator.

Tennessee Technological University



Year Established: 1915

Fall 2019 Total Enrollment: 10,140

Undergraduate: 8,957

Graduate & Professional: 1,183

Tennessee Technological University was established by an act of the General Assembly in 1915. Its first grounds and buildings had belonged to Dixie College, a private institution founded in 1911. The 282-acre campus is located in Cookeville, the largest and most centrally located city in the Upper Cumberland region which has also been identified as the state's most affordable college town.

As a STEM-infused, comprehensive institution, Tennessee Tech delivers enduring education, impactful research, and collaborative service. Tennessee Tech impacts the state and nation through engaged students, dedicated faculty, and career-ready graduates known for their creativity, tenacity, and analytical approach to problem solving. Tennessee Tech offers more than 200 programs of study through the academic divisions of Agriculture & Human Ecology, Arts & Sciences, Business, Education, Engineering, Fine Arts, Interdisciplinary Studies, and Nursing.

Ranked among the top universities in the nation, Tennessee Tech offers students the true college experience. The University is committed to the success of students in its undergraduate, master's, specialist, and doctoral degree-granting programs through high quality instruction and learning experiences. All of Tech's undergraduate programs meet established academic quality standards as rated in external peer reviews.

The University strives to incorporate the latest technology throughout all disciplines. As Tech focuses on the national priorities of science, technology, engineering, and mathematics, the University strengthens all programs by infusing technological innovation across campus. Students are immersed in experiential learning.

Tennessee Tech holds national rankings for quality, while graduates leave with the lightest debt load in the region. Almost half of its students graduate debt-free, and Tech delivers the best return on investment for its graduates over all other public universities. Students are engaged in basic and applied research, creative endeavors, public service, and community and economic development. Tech is committed to public service and economic development in the region.

The University's Carnegie classification is R2, Doctoral University with High Research Activity. With a significant percentage of residential students, Tech currently has a six-year graduation rate of 54.4 percent (2013 cohort). Tech has shown significant gains in first-year student retention and currently stands at 77 percent.



Philip Oldham
President

The University of Memphis



Year Established: 1912

Fall 2019 Total Enrollment: 21,685

Undergraduate: 17,378

Graduate & Professional: 4,307

Established by the General Education Act of 1912 as West Tennessee Normal School, today the University of Memphis is classified by the Carnegie Foundation for the Advancement of Teaching as a Comprehensive Doctoral Research University with High Activity (RU/HA). The Carnegie Foundation classified the University of Memphis as a community-engaged campus in 2006 and again in 2015.

Serving more than 21,600 students, the University's main campus is located on a 230-acre tract in the heart of metropolitan Memphis. The Park Avenue Campus, 146 acres just south of the main campus, houses research and community facilities, graduate and student family housing, and the Billy J. Murphy Athletic Complex and the Laurie-Walton Family Basketball Center. The Cecil C. Humphreys School of Law is downtown in the historic U.S. Post Office and Customs House, which the school occupied in January 2010 after the building's renovation. Memphis Law was twice named the Best Law School Building in the United States by *PreLaw* magazine in 2014 and 2018. In August 2011, the University of Memphis began offering classes at its Lambuth Campus in Jackson, Tennessee, offering 19 bachelor's degrees, four master's degrees, and two doctoral degrees.

Under the leadership of former Tennessee Governor Bill Haslam and the 109th Tennessee General Assembly, the Focus on College and University Success (FOCUS) Act passed in 2016, allowing for an independent governing board to be established at the UofM. The University of Memphis Board of Trustees assumed responsibility for the University of Memphis with approval from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) during the Inaugural UofM Board of Trustees meeting held in March 2017, in which the Board also approved the Student Government Association to develop and implement a process for selecting the student trustee.

The UofM, whose slogan is "Driven by Doing," has become the research capital of the Mid-South in its quest to become a Carnegie I institution. Teaming with local Fortune 500 companies in FedEx, AutoZone, and International Paper, along with Methodist Le Bonheur and St. Jude Children's Hospital, among many others, the University is helping the City of Memphis attract more business and help our community now more than ever before.

Thirty-one UofM programs are ranked nationally by *U.S. News & World Report*, including 25 in Best Graduate Schools along with four UofM Global programs. These programs improve with quality educators and attentive students. The UofM has raised salaries across the board while being the only public institution of higher education in Tennessee to not have a tuition increase in two of the last five years. In addition, the University has the lowest total tuition and fee increases in the State of Tennessee over the past five years by a substantial margin at 11.9 percent and has the lowest rate of average tuition increase of 1.7 percent in the same five-year span. The University



M. David Rudd
President

of Memphis is the first institution of higher learning to nationally partner with Folds of Honor to support higher education for spouses and children of America's fallen and disabled service members.

FedEx Express and the University of Memphis established the "Learning inspired by FedEx" (LiFE) program, an initiative that allows employees of the FedEx World Hub in Memphis along with FedEx Hub employees in Indianapolis, Los Angeles, Oakland, Calif., and Newark, N.J., the opportunity to earn a tuition-free, fully online bachelor's degree from UofM Global, at potentially no cost to employees. As long as students remain in good academic standing and are employed at the FedEx Hub, tuition expenses will be directly billed to FedEx.

UofM Global is the University's online collective of degree offerings. UofM Global offers undergraduate degrees in 26 areas of study, 24 master's level degree programs, four doctoral level programs, and 15 graduate certificates in the areas of arts, business, computing education, engineering, health professions, humanities, liberal studies, and social science. UofM Global is ranked in the top five online programs in the Mid-South by *U.S. News & World Report*.

In 2014, the UofM was named to lead the NIH National Center of Excellence for Mobile Sensor Data-to-Knowledge (MD2K). The University of Memphis offers world-renowned programs in disciplines as diverse as education, philosophy, earthquake science, audiology, speech pathology, biomedical engineering, combinatorics, psychology, nursing, health administration, rehabilitation counseling, and rhetoric. In addition, the University's Fogelman College of Business & Economics has moved into the forefront of international business education, offering undergraduate and graduate programs—as well as consultation and training for Mid-South business leaders. Other notable initiatives include the FedEx Institute of Technology and the Crews Center for Entrepreneurship.

As is appropriate for one of America's major metropolitan research universities, the mission of the University of Memphis is tied to meeting the needs of the City of Memphis and the larger Mid-South region, which includes Tennessee, Arkansas, and Mississippi, plus parts of Alabama, Missouri, and Kentucky. Evidence of this mission is demonstrated by the university's groundbreaking techniques in teacher preparation for the urban classroom and by ongoing research in health care, economic opportunity, housing, public safety, and water quality.

The University of Memphis is strengthening its role as a research-based driver of economic development in the region with the establishment of a UMRF Research Park in three phases under UMRF Venture's leadership. Phase One included the opening of the UMRF Research Park's first facility in the heart of the University District while Phase Two is an applied research facility located on the Park Avenue Campus. Phase Three will center on public-private partnership to attract research enterprises and labs to the University District.

UMRF Ventures, a wholly owned subsidiary of the University of Memphis Research Foundation, has hired 45 UofM graduate students primarily specializing in science, technology, engineering, and mathematics (STEM) to work on campus with FedEx IT employees from their IT Command Center team. The result of this collaboration is a UMRF Ventures-operated FedEx IT Command Center – Systems Analytics Group which opened in summer 2017 at the FedEx Institute of Technology on campus.

UMRF Ventures also operates two IT Call Centers, one on campus and one at UofM Lambuth. Students earn a good salary and gain real-world experience provid-

ing FedEx team members with first-level technical support. UMRF Ventures employs 300 students.

The University is organized into six undergraduate colleges: College of Arts & Sciences, Fogelman College of Business and Economics, College of Education, College of Communication and Fine Arts, Herff College of Engineering, and College of Professional & Liberal Studies, which offers nontraditional degrees with an emphasis on personally designed education.

The University of Memphis also includes a Graduate School, the Kemmons Wilson School of Hospitality and Resort Management, the Cecil C. Humphreys School of Law, the Loewenberg College of Nursing, the School of Communication Sciences and Disorders, and the School of Public Health.

Tennessee Board of Regents

The Tennessee Board of Regents governs The College System of Tennessee—the state’s 13 community colleges and 27 colleges of applied technology. The system serves upwards of 110,000 students annually and is among the nation’s largest public higher education systems.

The colleges and their satellite campuses and other teaching locations span the state, offering more than 640 programs of study. The institutions operate as a coordinated network, with each retaining its unique characteristics and services. All community colleges are accredited by the Southern Association of Colleges and Schools Commission on Colleges, and the colleges of applied technology are accredited by the Council on Occupational Education. The institutions and their programs are also recognized by numerous national and regional accreditation associations.

Our mission is Student Success and Workforce Development. The system is committed to meeting the goals and requirements of the Complete College Tennessee Act of 2010, the FOCUS (Focus on College and University Success) Act of 2016, and the state’s Drive to 55 initiative to equip at least 55 percent of working-age Tennesseans with a postsecondary degree or credential by 2025.

The Board of Regents was created by the General Assembly in 1972. Among the Board’s responsibilities are the establishment of policies governing all TBR institutions, approval of curricula and requirements for degrees and programs, approval of operating and capital budgets, and the appointment of the system’s chancellor and the colleges’ presidents.

Members of the Tennessee Board of Regents are: the Honorable Bill Lee, Governor, Board chair, voting, ex officio member; Emily J. Reynolds, Nashville (5th Congressional District), vice chair; Miles A. Burdine, Kingsport (1st Congressional District); Danni B. Varlan, Knoxville (2nd Congressional District); Weston Wamp, Chattanooga (3rd Congressional District); Yolanda S. Greene, Murfreesboro (4th Congressional District); MaryLou Apple, Tullahoma (6th Congressional District); Joey Hatch, Brentwood (7th Congressional District); Barbara U. Prescott, Memphis (8th Congressional District); Gregory Duckett, Memphis (9th Congressional District); Thomas A. H. White, Chattanooga (At-Large East Tennessee); Mark Gill, Nashville (At-Large Middle Tennessee); Leigh A. Shockey, Memphis (At-Large West Tennessee); Penny Schwinn, Commissioner of Education, voting, ex officio member; Charles Hatcher, Commissioner of Agriculture, voting, ex officio member; Mike Krause, Executive Director of the Tennessee Higher Education Commission, non-voting, ex officio member; and the faculty and student members below. Appointive members serve six-year terms except for one voting faculty member, one non-voting faculty member, and one student member, each of whom serves a one-year term. Through June 30, 2020, the voting faculty representative is Robert Pepper, Tennessee College of Applied Technology Whiteville; the non-voting faculty representative is Kenneth Goldsmith, Chattanooga State Community College; and the student representative is Emily A. Dollar, Walters State Community College.

Flora W. Tydings*Chancellor, Tennessee Board of Regents*

Dr. Tydings was appointed chancellor by the Tennessee Board of Regents in a unanimous vote, effective February 1, 2017. As chancellor, she is chief executive officer of the College System of Tennessee, managing operations of the system office and providing strategic leadership for its institutions in accordance with the Board's policies and direction and Tennessee law. Along with the Board, she led the system through its historic transition into a unified community and technical college system under the FOCUS Act, the most substantial change in the system's governance and operations since its creation.

The system is the primary driver of Tennessee's Drive to 55 initiative, and the community and technical colleges are the front line in serving Tennessee Promise and Tennessee Reconnect students. Dr. Tydings' presidencies of community and technical colleges in Tennessee and Georgia give her a unique perspective on the needs of our students.

She earned her Doctor of Education degree in Occupational Studies at the University of Georgia, her Master of Education degree at Mercer University, and her Bachelor of Science in education, with an emphasis in behavioral science, at Georgia Southern University.

Her career as a professional educator began in the Houston County, Ga., school system where she taught for eight years, and was followed by service as apprenticeship director for four Georgia public school systems. She moved into higher education leadership in 1996 as director of curriculum and staff development at Macon Technical Institute. She was appointed vice president for academic affairs at Central Georgia Technical College two years later, until her appointment as president at Athens Technical College in 2003. She served there for 12 years until her appointment in 2015 as president of Chattanooga State Community College, which includes the Tennessee College of Applied Technology Chattanooga.

At Chattanooga, she ushered in the first class of Tennessee Promise students; helped create new collaborations with the University of Tennessee at Chattanooga; expanded the President's Cabinet to include more faculty and staff representatives; built relationships with the business and civic communities, and led the campus into Achieving the Dream (ATD), a national reform network to accelerate success among diverse student populations and aid colleges in increasing persistence and graduation rates.

As TBR chancellor, she has reorganized the system to reflect its new mission under the FOCUS Act: student success in earning their degrees and credentials, and helping the state meet its workforce development needs. She established system-level offices to help achieve that mission: Student Success, to work with campuses on strategies to improve retention and completion rates; Economic and Community Development, to build collaborations with business, industry, and state and local agencies; and Policy and Strategy, to bolster research and ensure practices are data-driven and evidence-based. She ensured the colleges were prepared to educate more adult learners through Tennessee Reconnect and, after observing the success of the Achieving the Dream process as a college president, she led all the TBR community colleges into the ATD network.



Flora W. Tydings
Chancellor

Chattanooga State Community College

Chattanooga State Community College is a comprehensive public community college serving the greater Chattanooga area, including Hamilton, Rhea, Bledsoe, Sequatchie, Grundy, and Marion counties. The college's main campus is based in Chattanooga along the Tennessee River, with instructional sites located in both Dayton and Kimball. In fall 2018, 8,338 students enrolled at Chattanooga State, including 1,183 dual-enrollment students. Over 29% of Chattanooga State students in fall 2018 were adults age 25 and older, and 38% were low-income students.

The college offers 30 associate degree programs and 47 certificate programs, including programs in an exemplary Nursing and Allied Health division, where the Registered Nursing program recently celebrated 35 years of excellence and the RN licensure pass rate boasts an impressive ten-year average of 97%.

Additionally, the Engineering and Information Technologies Division has forged a number of unique partnerships designed to provide training for the local workforce. Every engineering technology degree within the division allows a student to transfer seamlessly to the University of Tennessee at Chattanooga as a junior. During the 2017-18 academic year, 1,498 awards were conferred at Chattanooga State, including 575 applied science associate degrees, 366 technical certificates, and 557 associate degrees designed to transfer to a university.

Home to the only fully embedded technical college on a Tennessee community college campus, Chattanooga State's Tennessee College of Applied Technology Division (TCAT) offers one-year diploma programs and technical certificate programs.

Chattanooga State's Economic and Workforce Development Division has strong partnerships with business and industry to create and deploy customized training solutions, including a new college-sponsored registered apprentice program. In 2017-18, the division provided 60,457 hours of workforce training.

In 2016, the college became an Achieving the Dream partner with "Focus on Completion" as the theme. Data-driven strategies and initiatives from this partnership aim at improving equitable student success through continuous improvement in teaching and learning, proactive advising and coaching, supportive services, early college programs, and academic maps.



Rebecca Ashford
President

Cleveland State Community College

Cleveland State Community College (CSCC) is a comprehensive two-year public community college. For over 50 years, Cleveland State has been committed to providing a quality education and open access for the people of Bradley, McMinn, Meigs, Monroe, and Polk Counties.

The college enrolls approximately 3,500 credit students and 1,500 non-credit students in a typical fall semester.

Cleveland State was chosen as the first recipient of the SOAR (Statewide Outstanding Achievement Recognition) College of the Year Award in 2019. This award recognizes the college that has demonstrated, through evidence, a sustained commitment to and proactive advancement of the causes of student success and workforce development at their institution.

Cleveland State offers a wide variety of programs including Associate of Arts, Associate of Fine Arts, Associate of Science, and Associate of Applied Science degree options, as well as over 25 technical certificates. There are a number of different scheduling options for working adults, as well as the *Advance* program, the TN eCampus, and programs for veterans. In addition to traditional day and evening classes, there are many distance learning options available to Cleveland State students, including online and independent study courses. Another option is block scheduling, a convenient choice that allows students to attend classes with the same group of students with a pre-determined class schedule for an entire year.

Cleveland State's diverse student body comes from all ethnic and socioeconomic backgrounds. The average age of students is 28 years old, and more than 200 employees work at the college. Of the 70 full-time faculty members, 94 percent hold a master's degree or higher.

The 105-acre campus has 10 major buildings that house modern classrooms, laboratories, and student activity centers. Additional features include an exceptional library, a multimedia center, computer laboratories, a 400-seat theater, a 3,000-seat gymnasium, athletic fields and tennis courts, and teleconference capabilities. In addition to the offerings on the main campus, Cleveland State has offices and classrooms in Athens and Vonore and offers classes throughout the service area of Bradley, McMinn, Meigs, Monroe, and Polk Counties.

CSCC is home to the OneSource Workforce Readiness Center made up of mechatronics assessment machines that assess an individual's aptitude and skill set for electrical, mechanical, and PLC (programmable logic control). This method of assessment and training is unique to the region.

Cleveland State is one of 30 colleges in the United States—and the only one in Tennessee—chosen for the Pathways Project led by the American Association of Community Colleges. The Pathways Project will allow CSCC to provide guided pathways for students that promote success and completion.



Bill Seymour
President

Columbia State Community College

Columbia State Community College was founded in 1966 as Tennessee's first community college. The college was temporarily housed in facilities throughout the city of Columbia until the newly constructed campus was occupied in fall 1967 and dedicated by Lady Bird and President Lyndon B. Johnson on March 15, 1967. Columbia State has grown from a vision into a college serving nine counties in southern Middle Tennessee with campuses in Maury, Williamson, Lawrence, Marshall, and Wayne Counties.

The focus at Columbia State is on teaching, learning, and student success for student retention and completion. The promotion of student retention begins at the orientation process designed to acquaint the student with aspects of the college that promote success. An advising system that combines a professional advisor with a faculty advisor provides strong academic planning and career transition. This early focus combined with a first-year experience course, a tutoring center for academic support, and faculty and staff that work with students outside the classroom builds an environment for student success.

Three academic divisions offer students more than 70 areas of study for transfer and career entry: humanities and social sciences; science, technology, and mathematics; and health sciences. Career programs include Engineering Systems Technology, Respiratory Care, Radiologic Technology, Computer Information Technology, Business, Criminal Justice, Nursing, Film Crew Technology, Hospitality and Tourism Management, Veterinary Technology, Emergency Medical Services, Medical Lab Technology, Anesthesia Technology, Medical Informatics, and more. Since its inception, the college has served approximately 110,000 students with more than 18,000 graduates. Today, the college serves approximately 12,147 students annually in credit (8,943 students) and workforce (3,204 students/35 companies) and awards more than \$17.5 million in financial aid.

In summer 2016, Columbia State opened Phase I of its new state-of-the-art Williamson Campus, located on 36 acres off Liberty Pike in Cool Springs. The campus was designed as a high-efficiency green campus featuring geothermal HVAC, hydration stations, electric vehicle charging stations, bike racks, recycling, and more. The new campus allowed the college to expand its course offerings in nursing, science, hospitality, anesthesia technology, and information technology, and to add a professional sound stage and editing studio for the Film Crew Technology program. Enrollment at the campus has exceeded expectations and is at 2,200 and growing.

Columbia State maintains connections with its communities, schools, and businesses for program development, curriculum enhancements, and job placements through input and involvement with career advisory committees, business organizations, employer surveys, and one-on-one visits to industries. Dual-enrollment partnerships exist with high schools in each of the college's nine counties and are providing students an opportunity to experience college and obtain credits while in high school. In concert with Fairview High School, a middle college for Engineering Systems Technology was implemented with the first Associate of Applied Science graduate in Spring 2019. Additionally, Career Technical Education programs in Mechatronics and Hospitality are partnered with area high schools. Extension of the classroom into the workplace is exemplified by the Columbia State and Tractor



Janet F. Smith
President

Supply internship program and is at the center of future industry partnerships for workforce education. In 2018, Columbia State launched its Anesthesia Technology program, which is the first program of its kind in Tennessee and the surrounding region. Columbia State also partners with many four-year institutions to provide bachelor's and master's degree opportunities at its campuses.

Columbia State views student engagement outside the classroom to be a valuable contributor to the student's education. Through the development of student organizations; leadership development; educational, artistic, and social activities; and lectures and seminars, engagement beyond the classroom contributes to the holistic development of the student.

Columbia State is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the Associate of Arts, Associate of Science, Associate of Science in Teaching, Associate of Fine Arts, and Associate of Applied Science degrees, as well as technical certificates.

In addition, some college programs have specialized accreditation by the following agencies: Accreditation Council for Business Schools and Programs; The Association of Technology, Management, and Applied Engineering; Committee on Accreditation of Educational Programs for the EMS Professions; Commission on Accreditation of Allied Health Education Programs; Tennessee Medical Laboratory Board; Accreditation Commission for Education in Nursing; Joint Review Committee on Education in Radiologic Technology; Commission on Accreditation for Respiratory Care; and American Veterinary Medical Association Committee on Veterinary Technician Education and Activities.

Dyersburg State Community College

Dyersburg State Community College (DSCC) was founded in 1969 by the State Board of Education as the second community college in West Tennessee. Fifty years ago, DSCC opened its doors with approximately 500 students. Today, Dyersburg State provides higher education to thousands of students at three locations: the Dyersburg campus, the Jimmy Naifeh Center at Tipton County, and the Gibson County Center in Trenton. These convenient locations help serve the communities of Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton Counties. So far, the highest enrollment was 3,751 students in the fall of 2011. Under the leadership of President Karen Bowyer, Dyersburg State has become a major resource for workforce development and training for regional business and industry.

Offering courses in the arts and sciences, business and technology, and nursing and allied health, Dyersburg State is a comprehensive community college that provides high-quality career programs and courses for traditional and nontraditional students. These programs and courses are designed to enable students to obtain a certificate and/or associate degree for professional career opportunities or to easily transfer to a four-year university through the Tennessee Transfer Pathways program. Instruction is delivered through Zoom technology and traditional, online, and interactive television classes. Dyersburg State offers a very successful dual enrollment program to eligible high school juniors and seniors. The College also provides learning support and continuing education courses at each location. Enriching the culture of West Tennessee through its performing and fine arts programs, DSCC hosts a vari-



Karen A. Bowyer
President

ety of music concerts and recitals, theatrical productions, and art exhibits. Students also have the opportunity to study abroad through the Tennessee Consortium for International Studies (TnCIS).

The Dyersburg campus is centrally located in the College's seven-county area and is spread over more than 115 acres. It consists of the E.B. Eller Administration Building, the Dale F. Glover Education Center, a state-of-the-art Learning Resource Center, a Student Center featuring the Karlgard One Stop Center to provide multiple services to students, a Mathematics Building, a Campus Activities Building, the Security Bank Community Learning Center, and the E.H. Lannom, Jr. Gymnasium.

The DSCC Gibson County Center, located next to Peabody High School in Trenton, opened in December 1991. The Center houses six master classrooms, a mathematics lab, a computer lab, and a Learning Resource Center. In addition, the Center has a large commons area and bookstore.

The DSCC Jimmy Naifeh Center at Tipton County, situated on 102 acres in Covington, was constructed in four phases. The first phase opened in 1996. The center currently consists of three main buildings including the 33,503 square-foot Jimmy Naifeh Building, which houses instructional classrooms, labs, a commons area, an advising center, and an on-site bookstore. The Baptist Memorial Health Care Academic Building supports the Nursing, Emergency Medical Services, Paramedic, Engineering Systems Technology, and Criminal Justice programs and includes a 244-seat auditorium. In fall 2014, DSCC celebrated the grand opening of a 54,000 square-foot Learning Resource Center, Student Center, and Tipton County Public Library. This building offers students and users of the public library access to over 500 computers. Other features include classrooms and computer labs, a Learning Emporium, the Peter Fyfe Genealogy Room, a children's library, Duke's Café, the Rose Companies Children's Multi-Purpose Lab and Performance Area, and a lab for recreation and physical fitness. The office of Jimmy Naifeh, Speaker Emeritus, Tennessee House of Representatives, is located near the front entrance.

Jackson State Community College

Authorized by the General Assembly in 1965, Jackson State Community College opened its doors in 1967. Since its first graduation ceremony in 1969, more than 16,000 West Tennesseans have earned an associate degree or technical certificate from Jackson State, and most of them have remained in the West Tennessee community—living, working, and contributing to the economic growth and development of the state. The college operates a 109-acre main campus in Jackson and full-service campuses in Humboldt, Lexington, and Savannah. Classes are now offered at a site in Paris. Jackson State serves a 14-county area in West Tennessee including the counties of Benton, Carroll, Chester, Crockett, Decatur, Gibson, Hardeman, Hardin, Haywood, Henderson, Henry, Madison, McNairy, and Weakley.

Jackson State Community College serves approximately 5,000 students each semester in credit and noncredit programs, making it the largest college in Jackson. Students are provided the opportunity to enroll in general education associate degree programs designed to prepare them for transfer to baccalaureate institutions, in professional and technical associate degree programs designed to prepare them for employment, or in individual personal interest courses.



Jeff Sisk
Interim President

The college's Associate of Applied Science, Engineering Systems Technology program has developed a consortium of 27 manufacturing partners to address the area's employment needs in the high-skilled, high-demand maintenance technician occupation. This consortium, in conjunction with Jackson State, developed an Advanced Maintenance Technician (AMT) work cooperative in 2014 which recruits high school seniors and other interested applicants, into a 2-year work-study cohort group. To date, the Jackson State graduates involved in this cooperative education program have experienced a 100 percent job placement rate.

In 2012, Jackson State's Cyber Defense program became the only community college program in the state to be designated as a National Center of Academic Excellence in Cyber Defense Two-Year Education by the National Security Agency and the Department of Homeland Security. Jackson State was redesignated for another five years in the summer of 2017.

Since 2015, the college has built two new state-of-the-art facilities for nursing and six healthcare technician programs. Comprising more than 75,000 square feet, the new facilities provide students with an optimal learning environment that uses the latest technology in their respective fields. Jackson State began offering healthcare education and credentials in 1970 and has since become West Tennessee's premier source for skilled healthcare professionals. Since the inception of the college's nursing program, graduate success on the national licensure exam has consistently exceeded state and national norms.

The college was awarded the Futures Assembly Bellwether Award in 2016 for excellence in community college instructional services and programs for its SMART math development studies redesign. One hundred community colleges were considered for the award.

Jackson State joined the Achieving the Dream (ATD) network in 2015. The college has integrated ATD into its strategic plan with a primary focus on the seven core essential capacities—Leadership and Vision, Data and Technology, Equity, Teaching and Learning, Engagement and Communication, Strategy and Planning, and Policies and Procedures. ATD is not just another project, but an integral part of Jackson State's student-focused culture as the college continues to provide equitable access to a learning environment that supports diverse populations and promotes student success.

Motlow State Community College

Motlow State is a public, multi-campus, student-centered college offering certificates, associate degrees, and flexible learning pathways for early transfer, college preparation, and workforce training. Students are prepared for employment, career advancement, and four-year college or university transfer.

The College serves an 11-county service area comprised of full-time, part-time, traditional, non-traditional, and dual enrollment students from diverse socio-economic populations with disparate educational and cultural backgrounds. It offers high-quality accredited educational programs and a variety of support services emphasizing and promoting student success.

Motlow has four campuses—Moore County, Fayetteville, McMinnville, and Smyrna. In addition, the College has rural location instructional facilities in White County and Shelbyville.



Michael Torrence
President

Motlow State is intentionally inclusive in the recruitment of faculty, staff, and students, and stands committed to using best practices and applicable technology to foster access, support, and success across its internal and external stakeholders.

Motlow's Workforce Innovation team partners with regional industry stakeholders to produce students with in-demand, industry recognized credentials. It also offers a robust variety of training and professional development courses that can be tailored specifically to meet individual business and industry needs.

As the fastest growing community college in Tennessee from fall 2015 to fall 2018, Motlow State's enrollment has risen 43 percent and full-time equivalent enrollment has increased 54 percent. Motlow, with a current enrollment of 6,668, leads all TBR community colleges in three-year graduation rates and dual enrollment.

Nashville State Community College

Nashville State Community College is a comprehensive community college serving Middle Tennessee. In addition to its first campus on White Bridge Road in west Nashville, Nashville State offers classes at five satellite locations: Clarksville, Humphreys County, Southeast Campus in Antioch, the Renaissance Center in Dickson, and East Davidson Campus in Donelson. A sixth satellite campus is under development in Madison.

The college was founded in 1970 under the enabling legislation for all of the state's technical institutes and served the community as Nashville State Technical Institute until July 2002, when the mission of Nashville State was expanded to that of a community college. As a community college, Nashville State continues to offer the Associate of Applied Science career and technical degrees, technical certificate programs, and an extensive series of courses for business and industry. In addition, Nashville State's enhanced mission allows the college to offer degrees designed to transfer into baccalaureate programs. Students can complete their first two years at Nashville State, receive an Associate of Science, Associate of Science in Teaching, Associate of Arts, or Associate of Fine Arts degree, and transfer credits to a university. The college maintains articulation agreements with public and private universities for students who decide to pursue a bachelor's degree.

The college's mission is to provide comprehensive educational programs and partnerships; exemplary services; an accessible, progressive learning environment; and responsible leadership to improve the quality of life for the communities it serves. The college serves a broad geographic area comprised of Davidson, Cheatham, Dickson, Houston, Humphreys, Montgomery, and Stewart Counties. Nashville State offers associate degrees and certificates that prepare students to think and perform well, whether entering the workforce or transferring to a university upon graduation.



**Shanna L.
Jackson**
President

Northeast State Community College

Northeast State began as Tri-Cities State Area Vocational-Technical School in 1966 under the governance of the State Board for Vocational Education. In 1970, the mission was expanded, and the school became a regional center for vocational and technical training. The scope was again expanded in 1978 to include the awarding of both one-year certificates and associate degrees in technology, and the name was changed to Tri-Cities State Technical Institute.

Effective on July 1, 1983, Tri-Cities State Tech was placed under the governance of the Tennessee Board of Regents and became part of the State University and Community College System of Tennessee. On July 1, 1990, the college added a university parallel component, and the institution's name was changed to Northeast State Technical Community College. On July 1, 2009, the college's name was changed to Northeast State Community College to better reflect the diverse range of programs offered by the institution.

Northeast State provides university parallel programs designed for students desiring to transfer to another college or university, career programs for students planning to enter the workforce immediately upon graduation, and continuing education and community service programs for professional growth and personal enrichment to the citizens of Carter, Johnson, Sullivan, Unicoi, and Washington Counties. The college has campuses in Blountville, Elizabethton, Gray, and Kingsport.



Bethany Flora
President

Pellissippi State Community College

Pellissippi State Community College was founded in 1974 as State Technical Institute at Knoxville with a mission to provide engineering and business technology programs. Today, Pellissippi State has grown to be the largest community college in Tennessee with 10,894 students enrolled in fall 2018.

Located in Knox and Blount counties, Pellissippi State provides a high-quality, affordable education to students from around the world attending classes at one of five campuses or online. Students major in a wide variety of associate degree programs including Engineering Technology, Media Technologies, Nursing, Culinary Arts, Computer Information Technology, and Business. They also may earn associate degrees for transfer to a four-year institution, certificates, and continuing education credits. Pellissippi State is dedicated to providing workforce development opportunities to meet the needs of area employers and foster economic growth.

Likewise, the college is committed to student success and offers free services such as tutoring, academic and career counseling, and mentoring to keep students on track toward graduation. The college also believes in a holistic approach to education, including the provision of study abroad, service learning, leadership training, and arts opportunities. In fact, the college is ranked No. 2 in the nation among community colleges for sending students to study abroad programs. In addition, Pellissippi State has been named an AACCC Award of Excellence Finalist, a *Chronicle of Higher Education* Great Colleges to Work For, and a Center for Digital Education Top 10 Tech-Savvy Community College.



L. Anthony Wise, Jr.
President

Roane State Community College

Founded in 1971, Roane State serves a diverse eight-county service area that includes Anderson, Campbell, Cumberland, Fentress, Loudon, Morgan, Roane, and Scott counties. The college also provides health sciences education in Knox and Blount Counties.

In addition to its main campus in Harriman, Roane State has campuses in Crossville, Huntsville, Jamestown, Knoxville, LaFollette, Lenoir City, Oak Ridge, and Wartburg. The college also operates Channel 15 television station and the historic Princess Theatre in Harriman, the Tamke-Allan Observatory in Rockwood, and the Clinton Higher Education and Workforce Training Facility.

Thanks to its multiple locations and wide range of distance-learning offerings, Roane State brings the benefits of higher education within reach of all who live and work in these communities.

Roane State provides transfer curricula, career-preparation programs, and continuing education. The college is a leading provider of health sciences programs. Nursing, dental hygiene, vision care technology, radiologic technology, and respiratory therapy technology are just a few of the many opportunities available. The college also works closely with industry partners to offer programs in technical fields such as cybersecurity, chemical engineering technology, mechatronics, computer programming, and more. Roane State has an excellent job placement rate for students in career-preparation programs.

The college has numerous options for transfer to four-year schools and provides dual studies courses. Through dual studies, high school students can earn college credit and high school credit at the same time. Students in Roane State's unique Middle College program actually finish their associate degrees before they graduate from high school.

Roane State's international education program gives students exciting opportunities to study abroad. Destinations have included Haiti, Guatemala, Mexico, France, and Belgium. The college also features extracurricular activities such as athletics, music, and theatre.

For more information, visit roanestate.edu.

Southwest Tennessee Community College

Southwest Tennessee Community College was established by Chapter 510 of the state legislature's Public Acts of 1999, as a consolidation of State Technical Institute at Memphis and Shelby State Community College. Southwest Tennessee Community College is a comprehensive, open-access, culturally diverse, public two-year college. The college provides the citizens of Shelby and Fayette counties and the surrounding Mid-South region with a high-quality and affordable postsecondary education that prepares them for associate degrees, future educational opportunities, and successful employment.

Southwest promotes student success in a supportive teaching and learning environment designed to raise educational levels, promote work readiness skills, enhance career advancement, prepare for university transfer, and enrich personal lives. Southwest has two main campuses, the Union Avenue Campus near the city's downtown area and the Macon Cove Campus in the city's northeastern section. Southwest also teaches in major off-campus centers and teaching sites located throughout Shelby and Fayette Counties. These locations provide citizens with convenient opportunities for educational advancement.



Chris Whaley
President



Tracy D. Hall
President

Southwest is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate degrees. Southwest offers Associate of Arts, Associate of Science, and Associate of Science in Teaching degrees designed for transfer to universities. Southwest also offers Associate of Applied Science degrees and short-term certificate programs designed to prepare students for career opportunities. Students can enroll in a large curriculum that includes allied health sciences, nursing, biotechnology, business, criminal justice, hospitality management, humanities, mathematics, natural and social sciences, education, and engineering and related technologies. Southwest offers 100-plus programs of study that lead to as many as 27 university transfer and career associate degrees and more than 20 technical certificates. The college boasts such advantages as small class sizes, quality faculty, affordable tuition, open and early admissions, and comprehensive support services.

Volunteer State Community College

Volunteer State Community College is a comprehensive, two-year college with the main campus located in Gallatin, about 30 miles northeast of Nashville. Authorized by the General Assembly in 1969, Vol State, as it is popularly known, admitted its first students in 1971. It occupies a 120-acre main campus with 22 buildings. Student enrollment for fall 2019 was 9,156. Classes are offered in an 11-county service area and, for the convenience of students, there are degree-granting locations at Livingston in Overton County and at Cookeville in Putnam County. Volunteer State Community College at Highland Crest offers many classes each semester at the campus location in Springfield. Dual enrollment courses are available in every high school in the service area. Numerous off-campus operations extend the college's instruction and public service roles throughout its service area that includes the counties of Clay, Jackson, Macon, Overton, Pickett, Putnam, Robertson, Smith, Sumner, Trousdale, and Wilson.

Vol State offers Associate of Arts, Associate of Science, Associate of Fine Arts, and Associate of Science Teaching degrees for transfer to a four-year institution. The Associate of Applied Science degree, and one- or two-year technical certificates, prepare students with the essential skills needed for job entry and career advancement. There are more than 90 areas of study in six major divisions: Humanities, Health Sciences, Social Science and Education, Business & Technology, Nursing, and Math and Science. Vol State is a distance-education leader in Tennessee, offering a large number of courses online for students who need a convenient and flexible class schedule.

The college is committed to student success and offers a number of specialized services to help students academically. Tutoring, supplemental instruction, computer aided instruction, and other services are available in the Learning Commons. The International Education Program at the school allows students to travel internationally for study and brings global-themed events to the campuses.

Vol State also has a number of noncredit programs, services, and activities for area residents. The workforce development program creates business partnerships to help local businesses prepare their employees to be more effective in the global economy. Vol State is also a Regional OSHA Training Institute Education Center.



Jerry Faulkner
President

Walters State Community College

Walters State Community College was authorized by the General Assembly in 1967, and the college opened in 1970. The institution is named for the late U.S. Sen. Herbert S. Walters. The college has campus sites in Morristown, Sevierville, Greeneville, and Tazewell. The Walters State Great Smoky Mountains Expo Center is located in White Pine, and the college's Workforce Training Facility is located in Greene County. Walters State primarily serves the counties of Claiborne, Cocke, Grainger, Greene, Hancock, Hamblen, Hawkins, Jefferson, Sevier, and Union.

Walters State provides a student-focused academic setting, providing opportunities for learning both inside and outside the classroom. The college offers courses in the behavioral and social sciences, business, health programs, humanities, math, natural science, public safety, and technical education.

Walters State enrolls approximately 6,100 degree-seeking students each year. The college offers over 150 programs and awards the following degrees: Associate of Arts, Associate of Fine Arts, Associate of Science, Associate of Applied Science, and Associate of Science in Teaching. In addition to associate degrees, the college awards technical certificates in in-demand fields. Walters State also offers dual-enrollment programs online and in high schools throughout its service area.

The East Tennessee Regional Law Enforcement Academy is part of the college's Public Safety Center of Emphasis, a designation recognizing its outstanding record in career preparation. The Rel Maples Institute for Culinary Arts was the first in Tennessee to receive certification from the American Culinary Federation.

More than 4,000 students each year receive training through noncredit programs offered by the college's Center for Workforce Training.



Tony Miksa
President

Tennessee Colleges of Applied Technology

The Tennessee Colleges of Applied Technology are the premier providers of occupational and technical skills training throughout the state, offering more than 50 separate occupational programs with certificates and diplomas awarded. Established as a statewide system under the direction of the state Department of Education by the Tennessee General Assembly in 1963, the state Area Vocational Technical Schools (as they were originally called) were transferred to the Tennessee Board of Regents in July 1983. The legislature changed the names of the institutions to Tennessee Technology Centers in 1994. New legislation in 2013 changed the names to the Tennessee Colleges of Applied Technology.

The technical colleges are nationally recognized for their model of competency-based technical training and for their outstanding completion, placement, and licensure rates. Their graduation rates are significantly better than those of peer institutions due to the focus on teaching job skills in high demand, structured programming, embedded technology foundations, competency-based learning, and student-centered environments.

Primary campuses are located in towns and cities across the state, with satellite campuses and teaching locations throughout their service areas. The main campuses are in Athens, Chattanooga, Covington, Crossville, Crump, Dickson, Elizabethton, Harriman, Hartsville, Hohenwald, Jacksboro, Jackson, Knoxville, Livingston, McKenzie,

McMinnville, Memphis, Morristown, Murfreesboro, Nashville, Newbern, Oneida, Paris, Pulaski, Ripley, Shelbyville, and Whiteville.

The colleges contribute to economic and community development by working with existing and prospective businesses and industries to train students for employment or career advancement. By providing training that involves the latest technologies, TCATs help keep Tennessee's workforce prepared for the future. The colleges' enrollment during academic year 2018 totaled 29,492.



Stewart Smith
President
Athens



James L. Barrott
Vice President
Chattanooga



Youlanda Jones
President
Covington, Newbern
& Ripley



Cliff Wightman
President
Crossville



Stephen Milligan
President
Crump



Arrita Summers
President
Dickson



Dean Blevins
President
Elizabethton



Danice Turpin
President
Harriman



Mae Wright
President
Hartsville



Kelli Kea-Carroll
President
Hohenwald



Dwight Murphy
President
Huntsville & Oneida



Debbie Petree
President
Jacksboro



Jeff Sisk
President
Jackson & Whiteville



Kelli Chaney
President
Knoxville



Myra West
President
Livingston



Brad White
President
McKenzie & Paris



Warren Laux
President
McMinnville



Roland Rayner
President
Memphis



Jerry Young
President
Morristown



Carol Puryear
President
Murfreesboro



Mark Lenz
President
Nashville



Mike Whitehead
President
Pulaski



Laura Monks
President
Shelbyville

Other Education

Tennessee Student Assistance Corporation

Mike Krause, Executive Director

The Tennessee Student Assistance Corporation (TSAC) helps students attend college annually by providing over \$450 million in merit- and need-based grants and scholarships. TSAC administers over 20 different state student financial aid programs, including the HOPE scholarship, Tennessee Promise, Tennessee Reconnect, Tennessee Student Assistance Award, and the Dual Enrollment grant. In order to increase awareness and participation in the financial aid programs, the agency conducts financial aid outreach and training to students and staff at every high school and postsecondary institution in the state. Staff also consults with postsecondary financial aid offices to improve program effectiveness and efficiencies.



Governor's Books from Birth Foundation

James Pond, President

312 Rosa L. Parks Avenue, 27th Floor, William R. Snodgrass Tennessee Tower
Nashville, TN 37243

(615) 253-3600, governorsfoundation.org

Governor's Books from Birth Foundation's (GBBF) mission is to strengthen early literacy in Tennessee by sustaining early literacy programs for children statewide, including Dolly Parton's Imagination Library, Storybook Trail, and Book Bus programs.

Founded in 2004 by former Gov. Phil Bredesen, GBBF sustains Dolly Parton's Imagination Library program in all 95 Tennessee counties, ensuring that new, age-appropriate books are mailed to Tennessee's preschool children each month, at no cost to the family and regardless of income. A child enrolling at birth, who remains in the program until age five, will have a library of 60 books when entering kindergarten. The program is available to all age-eligible Tennessee children through a unique public-private partnership with GBBF, Dolly Parton's Imagination Library, and affiliate programs in each of Tennessee's 95 counties. With vital financial support from the Tennessee General Assembly, foundations, individuals, and corporate sponsors, GBBF funds half of the cost of books and mailing for enrolled children in each of Tennessee's 95 counties and provides volunteer training in fundraising, community engagement, marketing, and technology. More than 36 million books have been delivered to children across the state since 2004, with more than 283,000 children currently receiving books each month. The Imagination Library is accessible to all 408,000 age-eligible children in Tennessee through online enrollment, brochures at local hospitals and libraries, the Tennessee Department of Health's Welcome Baby Initiative, and at 130 Tennessee Department of Human Services offices across the state. Tennessee research shows that Imagination Library participants enter school more prepared to learn, score higher on reading assessments into the third grade, and are more likely to have better school attendance and reduced rates of suspension.



GBBF launched the Storybook Trail program by partnering with parks and outdoor areas to provide a children's storybook, presented on panels displayed at a child's height, along a short trail to promote adult-child interaction around books and nature. The trails feature reading tips on each page panel to help bring the book to life based on the surrounding nature. In addition to promoting literacy and caregiver engagement, the Storybook Trail program encourages families to connect with nature and engage in a healthy, outdoor activity. GBBF's Storybook Trail program now includes 15 trails at parks in Tennessee, reaching over 35,000 families per year.

GBBF launched the Book Bus program by partnering with school systems to retrofit decommissioned school buses with shelving and seating to accommodate books, literacy activities, and engagement resources. GBBF's Book Buses partner with local food programs and travel to high-poverty neighborhoods over the summer, providing continued access to books and reading material for families and communities. GBBF's Book Bus program now includes seven buses in Northeast Tennessee.

Reading with a young child is the single most important thing a caregiver can do to enhance a child's early brain development, early literacy skills acquisition, school readiness, and future workforce development. Giving children early access to books and reading significantly improves vocabulary and cognitive skills, and supports the foundation for early literacy skills from birth.

GBBF helps to ensure a prosperous Tennessee by providing children with the resources to develop skills in becoming lifelong learners from cradle to career.

Past and Future

From its beginning to the present, Tennessee has been at the forefront of education. Washington College Academy was established as the first school in Tennessee and can trace its origins to 1780—sixteen years before Tennessee was admitted to the Union in 1796. The academy is located between Johnson City and Greeneville on a 155-acre campus. During its 237 years, it has been instrumental not only in educational leadership, but political leadership and religious leadership as well. Graduates include three state governors, college presidents, members of Congress, teachers, doctors, and lawyers. As an indication of its importance to the state, during the state bicentennial in 1996, the state legislature selected Washington College Academy as the bicentennial school.

Presbyterian minister Samuel Doak founded the school, emphasizing traditional values of morals and education. The principles laid forth by its founding fathers are still a large part of the educational experience of Washington College Academy. As times have changed, so has the educational emphasis of the school. Today, the curriculum emphasizes adult education, the HiSet program, the arts, and the construction trades such as masonry.

Parents in the Volunteer State have always relied on a variety of educational options for their children. In recent years, homeschooling has become an increasingly popular alternative to the traditional scholastic settings of public and private schools.

Homeschooling provides the opportunity for parents to tailor an education unique to their child's interest and learning style through a wide range of curriculum options, while also interacting with a broad spectrum of individuals in a variety of social settings outside of the home. Tennessee codified homeschooling in 1985 with the passage of Public Chapter 398, and there are many support systems in place at the

state and federal levels to assist parents with the various aspects of educating their child at home.

Charter schools are a version of public schools that are individually operated with their own budget. In the 2016–2017 academic year, more than one hundred charter schools operated in Tennessee. The General Assembly passed the Public Charter School Law in 2002, making Tennessee the thirty-ninth state to adhere to this law. Charter schools are accountable to the same standards as public schools, often adding other requisites for their schools. They cover fundamental preparatory curriculum and frequently specialize in arts, sciences, or other subjects. In 2011, Tennessee passed a law to lift the cap on the number of students able to participate in charter schools and removed the statewide limit of 90 charter schools.



Department of Environment and Conservation

Tennessee is one of the most biodiverse inland states in the nation. The Volunteer State features the lush peaks and valleys of the Southern Appalachian Mountains, the rolling hills and pastoral landscape of Middle Tennessee, and the rich floodplains of the Mississippi River. Protection of these natural resources and of the health and safety of Tennessee citizens from environmental hazards are the responsibilities of the Tennessee Department of Environment and Conservation (TDEC).

TDEC is legally required and ethically committed to protecting and improving the quality of Tennessee's air, land, and water. The department meets its mission through managing regulatory programs that set standards for air, water, and soil quality; providing assistance to businesses and communities in areas ranging from recreation to waste management; and running a series of programs to inventory, interpret, and protect Tennessee's rich natural, historical, and archaeological heritage.

Department programs and initiatives protect human health and the environment and support economic development, job creation, and quality of life through the education of citizens and the regulated community regarding natural resource issues, as well as effective enforcement of state and federal environmental laws.

Families and businesses are drawn to Tennessee because of its abundant clean water, its beautiful natural scenery, and its proximity to the economic centers of the Southeast. Providing effective environmental protection while ensuring a strong, growing economy requires balance and creative solutions to complex, ever-changing concerns.

The department also oversees one of the state's greatest treasures: the award-winning Tennessee State Parks system. Tennessee is home to 56 state parks offering a full range of recreational opportunities and experiences for the millions of visitors they host each year. Tennessee State Parks has been named one of only two state parks systems in the country to earn accreditation through the Commission for Accreditation of Park and Recreation Agencies (CAPRA). Whether seeking a quiet hike in the woods, a safe and family-friendly campground, a natu-

About the Agency

Commissioner:

David W. Salyers

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TN.gov/environment



Tennessee Tower

Statistics

- Year Established: 1991
- Employees: 2,913, as of July 2, 2019
- The Tennessee State Parks system was established in 1937
- Manages 56 state parks and 85 designated state natural areas
- Has eight environmental field offices across the state

ral setting for a company conference, or a good night's rest in a modern or rustic cabin—all can be found in a Tennessee State Park.

Unique areas with rare, threatened or endangered flora, fauna, or other ecological features are conserved as state natural areas. Tennessee has 85 designated state natural areas. These special places are preserved and managed for the protection of the natural resources they contain.

The department has eight environmental field offices conveniently located across the state. Information and services regarding environmental programs are available by calling toll free 888-891-TDEC (888-891-8332), by accessing the department's website at TN.gov/environment, or by emailing ask.TDEC@tn.gov. Information about Tennessee State Parks is available by calling toll free 888-TN-Parks (888-867-2757), online at tnstateparks.com, or by emailing ask.tnstateparks@tn.gov.

History

Modern regulation of environmental quality began in the late 1960s. At that time, Tennessee was experiencing severe environmental problems, particularly in its urban areas. Large stretches of rivers, such as the Ocoee, were “dead.” Air quality in Chattanooga was so bad that drivers had to use their headlights during the day, and visibility in Nashville was reduced to less than one hundred yards on particularly bad days. A suite of state and federal environmental laws was passed beginning in the late 1960s to address these massive problems.

Congress passed the National Environmental Policy Act in 1969, spurring President Richard Nixon to establish the United States Environmental Protection Agency. Numerous federal environmental laws followed, using a “command and control” system to reverse large, obvious problems. Paralleled with the development of federal laws in the 1960s and 1970s, the state enacted a body of laws, regulations, permit programs, and monitoring systems and also expanded inspection and enforcement systems.

The Tennessee General Assembly had previously created the Stream Pollution Control Board in 1945, making Tennessee the first state in the South to pass a water pollution control law. This board undertook a proactive program to protect streams and develop a network of wastewater treatment systems. Tennessee then passed the Water Quality Act in 1971 and established the Water Quality Control Board. The federal Clean Water Act was passed in 1972.

The Tennessee Solid Waste Disposal Act passed in 1969, giving the state authority to regulate local landfills and to manage solid waste disposal. A new Solid Waste Management Act passed in 1991.

The state also passed laws to protect air quality and support recreation and resource management, including the Air Quality Act, the Scenic Rivers Act, the Scenic Trails Act, and the Natural Areas Preservation Act.

One of the most significant developments in resource conservation in Tennessee since 1900 has been the establishment of the state park system.

The Tennessee State Parks system was established by Tennessee Public Act of 1937 (commonly referred to as the “Organic Act”) on May 21, 1937, by Governor Gordon Browning. That same year, another act was passed that brought management of all state areas used as parks, monuments, or recreation under a Division of Parks in the Department of Conservation. Today, the Bureau of State Parks and

Conservation manages more than 256,600 acres of land in 56 state parks and 85 natural areas located throughout Tennessee.

The current department was created in 1991 when environmental programs from the Department of Health and Environment were merged with most of the programs in the Department of Conservation to create the Tennessee Department of Environment and Conservation. It was a pivotal time for Tennessee and this new department. At the federal level, significant updates were happening to key national environmental statutes as Congress worked to revise many of the “command and control” approaches first set in motion during the 1970s, including the Clean Air Act and the Resource Conservation and Recovery Act.

During the new department’s first year, the General Assembly passed the Solid Waste Management Act of 1991 and established the Environmental Protection Fund. The former laid the foundation for modernizing and rationalizing Tennessee’s solid waste collection and disposal systems. It began a transition to a statewide model featuring fewer and larger regional landfills that employ technological improvements while offering various incentives to divert solid waste through source reduction, reuse, and recycling. The latter development designated Tennessee as a pioneer in establishing diversified, sustainable funding for its environmental programs responsible for cleaner air, purer water, and better protected land. TDEC relies on a combination of federal funds, state appropriations, and fees from business and industry collected in a proportional way to support its activities. This approach reflected Tennessee common sense and constructive engagement with the regulated community over the past quarter century.

TDEC’s mission has served the state and its citizens well across time—particularly since Tennessee has been a growing, prosperous state. As the state’s economy and population have grown, TDEC has sought to find solutions that are practical and constructive to protect what makes Tennessee unique and strong: abundant water resources, fruitful land, and a rich natural heritage. The results of its work positively impact the environment and economy. The department’s two desired outcomes—protecting the environment and promoting prosperity for all—are not mutually exclusive. A cleaner, safer environment goes hand in hand with economic growth and increased quality of life for Tennesseans.

This progress is evident when assessing the present quality of Tennessee’s air, land, water and waste management. Tennessee’s air quality continues to improve and is cleaner than it has been in many decades. All Tennesseans live where the air we breathe meets all federal ozone and fine particulate matter air quality standards. Another improvement is found in Tennessee’s solid waste management system. Since 1991, the department has distributed more than \$166 million through 4,691 grants to local governments to promote diversion of solid waste from landfills. Tennessee communities, businesses, and institutions have diverted more than 112 million tons of solid waste. This support has freed up materials for beneficial reuse through recycling and extended the life of landfills across the state.

Converting previously contaminated lands back into productive uses remains a TDEC priority. Since July 1, 2014, more than 350 individual brownfield sites, totaling more than 7,000 acres, were enrolled in our voluntary cleanup program. You can see examples of these reinvigorated properties all across Tennessee—from Johnson City to Knoxville to Sparta to Jackson.

TDEC has partnered to protect Tennessee’s water resources through programs involving inter-basin water withdrawals and transfers, source water protection, and

drinking water safety improvements. TDEC and local water system operators take the safety of Tennessee's drinking water seriously as evidenced by the EPA's consistent recognition of the overall outstanding performance of our public water systems. Our state is annually recognized as not only one of the best in the region, but also nationwide, when it comes to percentage of the public served by public water systems that meet all federal drinking water standards.

TDEC's watershed management approach, which started in the 1990s, has been instrumental to better understanding and restoring water quality. TDEC staff is continually sampling and monitoring conditions in a fashion that enables effective outreach to communities and informs our permitting process. As communities make needed investments in their water and wastewater infrastructure, TDEC's approach is to combine statewide leadership and resources with locally based solutions. Tennessee's Clean Water State Revolving Fund Loan Program has awarded more than \$2 billion in low-interest loans since its inception in 1987. The state's Drinking Water State Revolving Fund Loan Program has awarded more than \$300 million in low-interest loans since its inception in 1996.

Since 1991, more than 113,100 acres of public lands have been added and protected for future generations as part of Tennessee's award-winning system of state parks and natural areas, including five new state parks established during the past 25 years: Bicentennial Capitol Mall, Cummins Falls, Justin P. Wilson Cumberland Trail, Lamar Alexander Rocky Fork, and Seven Islands. Conservation success in Tennessee also includes the return of previously endangered species. In 1983, there was only one nesting bald eagle in Tennessee at Reelfoot State Park in northwest Tennessee. This year, bald eagles have been seen in at least 40 state parks across Tennessee—from Reelfoot to Roan Mountain. The protection, recovery, and eventual federal delisting of the previously endangered Tennessee Coneflower in 2011 is a success story for the department's Natural Areas division and numerous partners.

TDEC continues to be most effective in achieving its goals when working in strong partnerships spanning local, state, and federal government, public and private entities, and with individuals and entire communities. Indeed, current and emerging challenges are more diffuse than one source, bigger than one industry, resist just one answer, and cut across traditional boundaries. That is why TDEC has broadened its capacity in crosscutting areas like energy efficiency, environmental education, and resource conservation programs that aim to positively impact the voluntary choices individuals, organizations, and communities make every day.

Bureau of Environment

Air Pollution Control. The program works to ensure that state air quality standards are upheld. Monitors across the state are checked regularly; complaints are investigated; and the division works to bring violators into compliance. Other staff activities include planning and assessing whether new or expanded industries can fit within the air quality limits for specific areas of the state. The Air Pollution Control Board establishes state regulations for air quality and hears enforcement cases for violations of state laws.

Radiological Health. This quality-control program seeks to protect Tennesseans and the environment from excess exposure to radiation. Among their many duties, Radiological Health staff inspect X-ray equipment in medical offices and hospitals to prevent unsafe exposure to radiation.

Remediation. The program identifies and investigates sites that pose a chemical threat to public health or the environment and works to resolve any threats through remedial action, cleanup, and control of potential hazards. Staff members address contamination from past manufacturing sites, spills, and storage sites where no other environmental permits are available to require cleanup of contamination. This division also ensures that the environmental impacts associated with past and present activities at the U.S. Department of Energy's Oak Ridge Reservation are thoroughly investigated and that appropriate cleanup action is taken as necessary to protect the public health and environment.

Solid and Hazardous Waste Management. Staff ensure that wastes are stored, treated, and disposed of in environmentally safe ways. Activities include permitting and inspecting landfills, investigating old dump sites that may pollute water or land, managing the state's Hazardous Waste Disposal Tracking System, and helping cities and counties handle solid waste disposal problems. The Solid Waste Disposal Control Board establishes state regulations and hears enforcement cases for violations of state laws.

Tennessee Geological Survey. This encourages and promotes prudent development and conservation of Tennessee's geological, energy, and mineral resources by developing and maintaining data bases, maps, and technical services; providing accurate geologic hazard assessments; and disseminating geologic information through publications and educational outreach activities.

Fleming Training Center. The center offers advanced classes in a variety of water areas, assistance to certified operators with their ongoing training, and continuing education and certification to water and wastewater treatment plant operators and staff.

Underground Storage Tanks. Staff members work to ensure the thousands of underground petroleum storage tanks in use in Tennessee meet federal and state standards to prevent ground and water contamination from leaking tanks. They regulate the type of tanks installed, investigate and determine the source of petroleum when tanks are suspected of leaking, and require cleanup when tanks leak. The Underground Petroleum Storage Tank Board establishes state regulations and hears enforcement cases for violations of state laws.

Water Resources. The division issues permits for municipal and industrial wastewater discharges, investigates complaints, examines fish kills and spill sites, and conducts inspections of permitted activities. Other responsibilities include monitoring the water quality of streams and lakes across the state, protecting wetlands, and issuing permits for such activities as stream channel modifications and sand and gravel dredging. This program investigates and enforces laws regarding water quality impacts from coal mining and other mineral surface mining activities. The division also regulates public drinking water providers and develops groundwater and wellhead protection plans to protect Tennessee's public water supplies. Water Resources also regulates most non-federal dams across the state and administers the Clean Water and Drinking Water State Revolving Loan Programs to provide low-interest loans to municipalities in need of updating or expanding drinking water or wastewater facilities.

Energy Programs. The office's grant administration and energy-related education and outreach activities complement TDEC's work in energy efficiency, energy conservation, and support for renewable fuels, as it reduces overall demand for energy.

West Tennessee River Basin Authority. The Obion-Forked Deer Basin Authority was established by statute as an agency of state government in 1972. It became attached to TDEC in July 1996 and its name changed to West Tennessee River Basin Authority. The agency is charged with water resources management in the 17-county area drained by the Obion, Forked Deer, and Hatchie River systems.

Parks and Conservation

Archaeology. The department's State Archaeologist and staff are responsible for the identification, survey, protection, and excavation of important archaeological sites in Tennessee.

Natural Areas. The program is charged with protecting and restoring Tennessee's natural biological diversity through identification, conservation, and communication. Program areas include Natural Heritage Inventory, management of 85 state natural areas, rare plant protection, 15 state scenic rivers, ginseng management, and environmental review. These programs work together and in partnership with the public and private sectors to identify and protect Tennessee's most rare and important plant and animal species and natural communities.

Recreation Educational Services. The division administers technical, planning, and financial assistance services to state, local, and private providers of public recreation systems across the state. It also encourages the development of local recreation systems.

Tennessee State Parks. The mission of Tennessee State Parks is to preserve and protect, in perpetuity, unique examples of natural, cultural, and scenic areas and to provide a variety of safe, quality outdoor experiences through a well-planned and professionally managed system of parks. Since its beginning in 1937, the public interest has been served by a variety of benefits for residents and visitors: promotion of stronger communities and healthier individuals through diverse resource-based recreation; conservation of the natural environment to benefit public health; and preservation of authentic Tennessee places and spaces for future generations to enjoy.

Tennessee State Parks manages a variety of cabins, RV and tent campgrounds, and retail operations across the state. Six parks—Fall Creek Falls, Henry Horton, Montgomery Bell, Natchez Trace, Paris Landing, and Pickwick Landing—also have lodges, restaurants, and conference space. Recreation highlights include more than 1,000 miles of hiking trails, boating, and marinas. There are also six traditional and three Bear Trace golf courses that make up the Tennessee Golf Trail.

Department-Wide Services

Budget and Consolidated Fees. The division has responsibility for preparing and monitoring the department's budget and preparing a variety of financial reports for management. Staff is responsible for invoicing, collecting, reconciling, and reporting fees charged by department programs for permitted or required activities and/or services rendered.

Financial Responsibility and Process Improvement. The division protects the interests of Tennessee citizens by ensuring that permitted entities prepare for unforeseen circumstances by posting collateral bonds and pollution liability coverage sufficient to pay for any future remediation efforts at sites that handle potentially hazardous materials.

Property, Procurement and Vehicle Management. The division is responsible for purchasing all goods and services for the department, preparing grants to third parties, and accounting for and safeguarding assets.

Space Management and Digitization. The division provides guidance and support for the retention and disposal of all TDEC records, manages leased space, and coordinates with the Department of General Services for the administration of state-owned facilities occupied by TDEC.

Communications. The office provides high-level communications counsel to executive leadership. The team works with media to provide timely, transparent, and relevant information to the public and oversees department communications via social media, video production, electronic newsletters, and other digital channels. The office also provides internal communications counsel to department leadership on strategic internal initiatives and programs.

External Affairs. The office—with regional directors in each TDEC field office—serves as a single point of contact to provide better outreach to local citizens, to help stakeholders navigate permitting processes, to assist with compliance, and to communicate proactively on subjects ranging from parks opportunities to environmental concerns and grant offerings.

People and Organizational Development. The office helps the agency grow leaders and engage employees to improve organizational performance while managing all department personnel transactions, classification and compensation issues, recruitment and placement, insurance, and employee relations.

Policy and Sustainable Practices. The office provides local governments, businesses, and communities with programs, resources and technical assistance that promote environmental sustainability and resilience.

General Counsel. The office houses the department's attorneys and is responsible for providing guidance and legal services for all aspects of the department's operation, including enforcement, permitting, legislation development and interpretation, and other services as needed. The department's legislative liaisons work with the Governor's Office and the Tennessee General Assembly on legislation that may impact the department and address constituent concerns.

Energy Programs. The programs' grant administration and energy-related education and outreach activities complement TDEC's work in energy efficiency, energy conservation, and support for renewable fuels, as it reduces overall demand for energy—fossil-generated power, specifically.

Internal Audit. The division is responsible for conducting all internal audits and investigations. The internal auditor works closely with the Comptroller of the Treasury, Division of State Audit, to report those findings, as well as to report the loss or theft of any state assets.

Emergency Services. The division coordinates the emergency response services for the department in the event of natural disasters or incidents affecting the environment; manages and maintains the department's fleet of vehicles and rolling equipment to ensure proper operation; and coordinates and administers the department's health and safety and risk management programs.

Boards, Commissions, and Councils

The following boards, commissions, and councils may be contacted through the Department of Environment and Conservation:

- Air Pollution Control Board
- Commissioner's Council on Greenways and Trails
- Compliance Advisory Panel
- Great Smoky Mountains Park Commission
- Ground Water Management Board
- Heritage Conservation Trust Fund Board
- Ocoee River Recreation and Economic Development Fund Board
- State Review Board
- Tennessee Archaeological Advisory Council
- Tennessee Board of Water Quality, Oil, and Gas
- Tennessee Heritage Conservation Trust Fund Board
- Tennessee Historical Commission
- Underground Storage Tank and Solid Waste Disposal Board
- Water and Wastewater Operators Certification Board
- West Tennessee River Basin Authority

Commissioner David W. Salyers

Tennessee Department of Environment and Conservation

David Salyers became commissioner of the Tennessee Department of Environment and Conservation in January 2019 after serving as executive director of the West Tennessee River Basin Authority since 1997.

A native of rural western Kentucky and resident of Madison County, Tennessee, Salyers led the West Tennessee River Basin Authority as an agency that set the standard for water resource management in the region. Under Salyers' leadership, the Basin Authority was recognized by state and local leaders as innovative and cost-effective, introducing stream management techniques for improved efficiency and preservation of natural resources. The agency successfully built partnerships with state departments, federal agencies, nonprofits, local chambers of commerce, businesses, private landowners, and agricultural producers. Such partnerships led to large collaborative grant awards for projects to reduce flooding, protect infrastructure, improve water quality, and restore ecosystems. The agency provided solutions to issues related to public safety, agriculture, transportation, recruitment of industry, watershed stabilization, water quality, and natural resource enhancement. His wetlands restoration work and effective promotion of soil conservation practices with local farmers led to Salyers receiving the 2016 Land Conservationist of the Year Award from the Tennessee Wildlife Federation.

Salyers worked for 11 years in the private sector in the Southeast as an engineer and manager before taking the reins of the Basin Authority. He maintains registrations as a professional engineer and geologist and is a certified hydrologic professional. He received a bachelor's degree in geology from Murray State University and a



bachelor's degree and master's degree in geological engineering from Missouri University of Science and Technology.



Department of Finance and Administration

The department's mission is "to provide sound stewardship of state assets through good business practices and great customer service." The department acts as the chief corporate office of state government. Many complex processes are required to achieve this mission. The governor's proposed budget for state government is developed with the oversight of the commissioner, the governor's chief financial officer. Centralized accounting and financial reporting of the state's financial activity is also managed by the department. Other processes that provide state government with the necessary infrastructure to work effectively are information resources, insurance administration, and project management. The department has received various awards for excellence in budget preparation, financial reporting, financial management, and information systems management.

History

Prior to 1959, the financial workings of state government were conducted in various staff divisions of the governor's office. These offices had titles such as Division of Accounts and Division of Budgeting but did not have departmental status. The Reorganization Act of 1959 created the Department of Finance and Administration, consolidating financial and monetary matters of state government into one cabinet-level department.

Services Divisions

Division of Accounts. The Division of Accounts provides the controller function for the state, including responsibility for management of all aspects of the preparation and independent audit of the state's Comprehensive Annual Financial Report, as well as the Executive Branch central accounting initiative. Accounts is responsible for maintaining the general ledger and the state's official accounting records; establishing state accounting policies and practices; preparing and filing required statewide IRS payroll and other information; managing and operating the statewide centralized payment processing and central payroll; monitoring the state's compliance with the federal Cash Management Improvement Act related to federal draws of grant funds; and managing certain statewide commerce

About the Agency

Commissioner:

Stuart C. McWhorter

Deputy Commissioners:

Gabe Roberts

Eugene Neubert

State Capitol

Nashville, TN 37243

(615) 741-2401

TN.gov/finance



State Capitol

Statistics

- Year Established: 1959
- Employees: 2,239
- Department prepares and administers the governor's annual budget
- Manages TennCare Medicaid and CoverKids program and houses the enrollee fraud unit
- Provides insurance for the state workforce, local education employees and local government families, including health, pharmacy, dental, vision and more

infrastructure contracts (i.e. credit card acceptance/merchant services and prepaid card services).

Division of Administration. This division handles internal audits, human resources, and talent management. The division also provides grant administration services to public and private agencies through the offices of Criminal Justice Programs and Volunteer Tennessee.

Division of Benefits Administration (BA). BA is the largest purchaser of employer-based healthcare services in Tennessee. BA procures and administers 23 contracts for health, pharmacy, dental, vision, EAP and behavioral health, wellness, short- and long-term disability, basic term life and accidental death and dismemberment, basic dependent life, voluntary term life insurance, health savings accounts, retiree Medicare supplemental coverage, and an employee health clinic to serve more than 300,000 state and higher education, local government and local education agency employees and retirees and their eligible dependents.

In addition to insurance products, BA offers a Wellness Program, including the Diabetes Prevention Program and Weight Management Program and provides staff resources and tools such as online videos, social media, and events for the Working for a Healthier Tennessee Initiative. This initiative helps state department Wellness Councils encourage employee engagement in healthy choices and activities.

Division of Budget. This division prepares and administers the Governor's annual budget, which estimates the revenue and expenditures required to run state government. The annual budget document details the estimates of revenue by source and the planned uses of that revenue by functional areas of state government.

Customer-Focused Government. This office concentrates on improving business for internal and external customers. It helps state agencies drive innovation and become more effective and efficient, reducing cost of operations and resulting in better services.

Office of Inspector General. This division investigates and pursues prosecution of those who commit or attempt to commit fraud and/or abuse involving the TennCare program or any other violations of state criminal law related to the operation of TennCare; seeks restitution criminally and civilly for monies lost due to fraud and abuse; and establishes measures aimed at preventing fraud and abuse from occurring in the future.

Strategic Technology Solutions (STS). This division serves as the state's central information technology (IT) services organization, providing planning, resources, execution and coordination in managing the information systems needs of executive branch departments, as well as selective services across all branches of state government. STS serves as staff to the Information Systems Council (ISC) and provides technical direction, services and infrastructure to the state.

STS professional services include project management, information systems planning, information technology training and cybersecurity policy and protection. Enterprise shared services include solutions development, data management and analytics, geographic information services, enterprise resource planning, and the state's web portals TN.gov and TeamTN. STS also provides a full range of infrastructure services such as data center services, wide and local area networking, unified communications and end user support across state departments.

Division of TennCare. This division includes:

- **TennCare Medicaid.** TennCare is the state of Tennessee’s Medicaid program. TennCare provides physical health care, behavioral health care, and long-term services and supports to primarily low-income children, pregnant women, caretakers of Medicaid eligible children, and individuals who are elderly or have a disability.
- **CoverKids.** CoverKids is Tennessee’s Children’s Health Insurance Program. This program provides health care to children age 18 and younger and pregnant women who do not qualify for TennCare Medicaid and whose household income is below 250 percent of the federal poverty level.

Related Boards and Commissions

The Commissioner serves on the following boards, commissions, and committees: AccessTN Board of Directors, Board of Claims, Baccalaureate Education System Trust Board of Trustees, Chairs of Excellence, Council on Pensions and Insurance, Employee Suggestion Award Program, Facilities Management Board of Advisors, Homeland Security Council, Information Systems Council, Local Education Insurance Committee, Local Government Insurance Committee, Pension Stabilization Reserve Board of Trustees, State School Bond Authority and State School Bond Authority Audit Committee, State Building Commission and the State Building Commission Executive Subcommittee, Sick Leave Bank Board, State Capitol Commission, State Funding Board, State Insurance Committee, State Procurement Commission, State Protest Committee, Tennessee Advisory Commission on Intergovernmental Relations, Tennessee Basic Education Program Review Committee, Tennessee College Savings Trust Fund Board, Tennessee Consolidated Retirement System Board of Trustees, Tennessee Consolidated Retirement System Executive Committee, Tennessee Consolidated Retirement System Investment Committee, Tennessee Consolidated Retirement System 401K/457 Quarterly Reviews, Tennessee Consolidated Retirement System Optional Retirement Program for Employees of Public Institutions of Higher Education, Tennessee Higher Education Commission and the Chairs of Excellence, Tennessee Higher Education Commission Outcomes-Based Formula Committee and Statutory Formula Review Committee, Tennessee Higher Education Review Committee, Tennessee Housing Development Agency and the Tennessee Housing Development Agency Bond Finance Committee, Tennessee Local Development Authority and the Local Development Authority Audit Committee, Tennessee Promise Board of Directors, Tennessee State Veterans Home Board, Tennessee Student Assistance Corporation, TN Stars 529 and ABLE TN, Tuition Guaranty Fund, Workers’ Compensation Insurance Fund Review Committee, and Volunteer Tennessee.

Commissioner Stuart C. McWhorter

Department of Finance and Administration

Stuart McWhorter was named commissioner of the Department of Finance and Administration on January 19, 2019. McWhorter also served as the statewide finance chair for Governor Bill Lee’s campaign. In addition, McWhorter served as Chairman of Governor Lee’s 2019 “Believe in Tennessee” Inauguration.

Prior to becoming commissioner, McWhorter served as Co-Founder and Chairman of Clayton Associates with over 25 years of experience in entrepreneurship and early stage



investing. Founded in 1996, Clayton Associates serves as a venture investment firm primarily focused on the early stage investment cycle in the healthcare and technology industries.

In addition, McWhorter served as the CEO of the Nashville Entrepreneur Center (EC). The EC is a Nashville-based innovation hub that helps entrepreneurs create, launch, and grow scalable businesses.

Prior to Clayton Associates, McWhorter was part of the founding management team of OrthoLink Physicians Corporation where he served as Vice President of Managed Care and Vice President of Development. Prior to OrthoLink, McWhorter served in various managed care contracting positions with Tenet Healthcare-owned Brookwood Medical Center in Birmingham, AL.

McWhorter previously served on the Board of Directors of FirstBank Financial Corporation (NYSE:FBK) and served as Chairman of the Compensation Committee as well as served as a member of the Audit Committee. McWhorter also served on various public and private boards prior to joining the Lee administration.

McWhorter's civic duties include serving on past boards: Belmont University, Clemson University Foundation, Tennessee Business Roundtable, Blood:Water Mission, YMCA of Middle Tennessee, Nashville Public Education Foundation, Hospital Hospitality House, St. Luke's Community Center, The Community Foundation of Middle Tennessee, and Nashville's Agenda. McWhorter has served as adjunct professor at Belmont University teaching healthcare, finance, and entrepreneurship.

McWhorter received his Master's in Health Administration from The University of Alabama-Birmingham and B.S. in Management from Clemson University. McWhorter is married to Leigh Anne (Hendrix) of Selmer, Tennessee, and they live in Brentwood with their five children.





Department of Financial Institutions

Financial institutions are symbols of security for most individuals. Their role in business and industry is crucial to the growth of the country's economy and to personal well-being.

In Tennessee, banking is big business. As of year-end 2018, the Department of Financial Institutions regulated 129 state-chartered banks; 14 trust companies; one business and industrial development corporation (BIDCO); 80 credit unions; 1,109 industrial loan and thrift companies; 43 insurance-premium finance companies; 680 mortgage companies; 14,518 mortgage loan originators; 563 check cashers; 923 deferred presentment services companies; 713 title pledge lenders; 139 money transmitters; and 652 flexible credit lenders.

The Department is responsible for ensuring the Tennessee banking system operates in a safe and sound manner while allowing institutions the opportunity to contribute to the economic progress of Tennessee. In the non-deposit area, the goal is to provide citizens the greatest access to credit within the bounds of the law and through prudent licensee operations. In its supervisory role, the Department periodically examines the financial condition of each institution it regulates. The regulatory examination method is based on understanding the risk of each individual institution and not a "one-size-fits-all" approach.

The Bank and Compliance Divisions are accredited by the Conference of State Bank Supervisors (CSBS). The Credit Union Division is accredited by the National Association of State Credit Union Supervisors (NASCUS). The Department is also a member of the Money Transmitter Regulators Association, National Association of Consumer Credit Administrators, and American Association of Residential Mortgage Regulators. In addition, the Department responds to consumer complaints involving financial institutions and promotes financial literacy programs through its consumer section.

The Department is the administration's primary source for financial institution-related legislation. The Department also adopts its own administrative regulations to conform to the ever-changing needs of consumers and the industry.

History

Created in 1913, the Banking Department was headed by the Superintendent of Banks. Ten years later, supervision of state-chartered credit unions was added to its

About the Agency

Commissioner:

Greg Gonzales

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Tennessee Tower

Statistics

- Year Established: 1913
- Employees: 141
- Regulates 129 state-chartered banks, 80 state-chartered credit unions, 19,355 non-deposit institutions

responsibilities. During the next seventy years, the Department saw more changes, one of which was a final name change to become the Tennessee Department of Financial Institutions.

In addition to depository institutions (banks and credit unions), regulatory responsibilities were increased to include non-depository institutions—trust companies, BIDCOs, industrial loan and thrift companies, insurance-premium finance companies, mortgage companies, check cashers, title pledge lenders, deferred presentment services companies, flexible credit lenders, and money transmitters. The Department's primary mission still remains the same after one hundred years: to ensure all financial institutions in Tennessee operate in a safe and sound manner and comply with applicable law, while giving institutions the opportunity to be successful by supporting their communities and Tennessee's economy.

Services

The Department is organized in accordance with Tenn. Code Ann. § 45-1-115 and has four divisions. Services are provided at no direct cost to the taxpayer because the Department is funded entirely by fees received from the financial institutions it regulates.

Bank. This division has the legal responsibility for ensuring the Tennessee state-chartered banking system operates on a safe and sound basis. In its supervisory role, the Bank Division periodically examines the financial soundness of all state-chartered banks, savings banks, and non-depository independent trust companies. Bank examiners perform evaluations of each institution's assets, liabilities, income, and expenses; monitor compliance with governing laws and regulations; and rate the effectiveness of the institution's management. The adequacy of capital is assessed to ensure the protection of depositors. In addition, examiners review the information technology functions of state-chartered financial institutions for compliance with generally accepted information technology practices and for adherence to departmental regulations. Bank Division staff also examines BIDCOs for compliance with governing statutes and evaluates applications for new institutions, branches, expanded financial activities, and corporate reorganizations.

Credit Union. This division is responsible for the supervision and examination of each state-chartered credit union and one corporate credit union. Examiners perform safety and soundness examinations of each state-chartered credit union and Volunteer Corporate Credit Union to determine compliance with governing laws and regulations. Credit union examiners perform evaluations of each credit union's assets, liabilities, income, and expenses to assess the solvency of the credit union.

Compliance. This division is responsible for the licensing and regulatory supervision of the following types of financial institutions operating in Tennessee: industrial loan and thrift companies; insurance-premium finance companies; residential mortgage lenders, brokers, and servicers; check cashing; deferred presentment service companies; flexible credit lenders; title pledge lenders; and money transmitters. The Compliance Division also licenses thousands of mortgage loan originators. Through a comprehensive risk-focused examination program, all of the above industries are subject to periodic examination by the division's examiners. The examinations are designed to test and enforce compliance with state and federal laws. This division has developed a risk-focused examination program that identifies high and moderate risk non-depository companies in order to assist those companies in operating

more effectively and to reduce the examination frequency and business disruption for low-risk companies. The goal of this program is to assist non-deposit companies in operating more effectively by reducing risk to Tennessee consumers.

Administrative and Support Services. This division administers the Department's budget and oversees fiscal services, human resources, and training. The Legal and Consumer Resources Sections are also included in this division.

The Legal Section provides legal advice and representation for the Department. The Department's lawyers advise the commissioner and departmental personnel in all legal matters affecting the Department. They work with regulated entities and the general public in addressing legal issues. They also work closely with the Governor's Office and the Tennessee General Assembly on legislative issues affecting financial institutions. The Legal Section assists in the coordination of enforcement initiatives with other federal and state regulators, as well as with various law enforcement agencies.

The Consumer Resources Section coordinates the handling of consumer complaints, fosters community outreach, and encourages financial literacy in Tennessee. The Department of Financial Institutions encourages programs aimed at increasing the financial literacy of adults and youth statewide. Financial literacy is necessary to assist Tennesseans in making good financial decisions on a daily basis. This section serves as a conduit to help citizens have access to financial education programs. The commissioner also serves as a board member of the Tennessee Financial Literacy Commission. Recent state legislation encouraged the Department to consult with other state agencies and financial service providers in order to create more public awareness about the issues concerning the financial exploitation of elders and vulnerable adults. Meetings were convened and various actions are underway by many stakeholders in Tennessee to protect this vulnerable population.

Commissioner Greg Gonzales

Tennessee Department of Financial Institutions

Greg Gonzales was born in Cookeville. He was reappointed as commissioner of the Tennessee Department of Financial Institutions by Governor Bill Lee and has served as commissioner since December 2005. In this position, Commissioner Gonzales serves as Tennessee's chief regulatory officer of all state-chartered depository and licensed non-depository financial institutions. The Department supervises over 19,000 financial institutions and individuals doing business in Tennessee. Gonzales has served in the Department since 1986. He previously served as assistant commissioner and general counsel. In the assistant commissioner role, he was responsible for coordinating the provision of legal advice to the commissioner and the Department as well as directing the budget, human resources, and legislative analysis functions for the Department. In addition, he serves as Chairman Emeritus on the board of directors of the Conference of State Bank Supervisors (CSBS), which is the professional organization of state banking commissioners. From May 2012 to May 2013, Commissioner Gonzales served as CSBS chairman. He currently serves as chairman of the State Liaison Committee that incorporates the state supervisory perspective into the Federal Financial Institutions Examination Council (FFIEC). The FFIEC is a formal federal interagency body composed of five federal banking regula-



tors, along with a state system representative that is Commissioner Gonzales. The FFIEC is empowered to promote uniformity in the supervision of financial institutions in the United States. Commissioner Gonzales has also been a member of the board of directors of the Money Transmitter Regulators Association, an organization of a majority of the states that regulate funds-transfer companies. He served on a nationwide task force of banking commissioners reviewing the U.S. payments system and is a board member of the Tennessee Financial Literacy Commission. He also served on the U.S. Treasury's Bank Secrecy Act Advisory Group. Commissioner Gonzales graduated cum laude in *cursu honorum* with a bachelor's degree from Tennessee Technological University in 1980. He served as a research assistant in 1980 to Sir Patrick Cormack, a Conservative Party member of the British Parliament. He earned a law degree from the University of Tennessee in 1984. Commissioner Gonzales is married to the former Lori Layne, and they have a daughter, Annie.

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Department of General Services

The Department of General Services (DGS) is responsible for providing goods and services to the state government of Tennessee. Its primary customers are other state departments and agencies. It also serves vendors wishing to do business with the State, and citizens and organizations interested in purchasing surplus government property. The department provides a broad range of support services—including managing the centralized procurement of goods and services; operating, managing, and maintaining general government real estate assets; acquiring, managing, and maintaining the state’s motor vehicle fleet; and providing electronic and printed communications services for all branches of state government. The department’s focus on reducing the administrative cost of government permits more state resources to be directed toward vital programs and services for Tennesseans.

History

The department was created by the General Assembly in 1972, bringing many of the general support functions of state government under the administrative control of a single department. Prior to the establishment of the department, the Department of Standards and Purchasing handled the procurement functions, and the majority of other services provided fell under the Department of Finance and Administration.

The department consists of two main groups: the Service Divisions, which serve customers in the various departments and agencies of state government, and the Commissioner’s Support offices, which support the operation of the department.

Service Divisions

The Central Procurement Office (CPO) is responsible for managing centralized procurement of goods and services for use by state departments and agencies, and is responsible for vendor relations and contract management. The CPO strives to purchase only the best products and services at the best value for state government. To do this, the CPO partners with customer departments in each step of the procurement process to make sure that these purchases meet departmental needs, and that the contract terms and conditions support long-term strategic goals. Within the CPO is the

About the Agency

Commissioner:

Christi W. Branscom

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Nashville, TN 37243

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TN.gov/generalservices



Tennessee Tower

Statistics

- Year Established: 1972
- Employees: 398
- Procures goods and services for state agencies
- Operates, manages, and maintains general government real estate assets
- Manages and maintains the state’s motor fleet
- Produces print and electronic communications products for state government

Governor's Office of Diversity Business Enterprise (Go-DBE), which assists small businesses and those businesses owned by women, minorities, service-disabled veterans, and people with disabilities wishing to do business with the State.

State of Tennessee Real Estate Asset Management (STREAM) operates, manages, and maintains general government real estate assets and needs to ensure a comfortable, safe, and efficient working environment, and performs all real estate services for more than 9 million square feet of state buildings under DGS management. This includes asset management, capital improvements, maintenance, landscaping, fire and life safety programs, land transactions, and leasing. STREAM also executes capital projects, leases, and land transactions for the remaining 24 million square feet of general government property.

Vehicle and Asset Management (VAM) acquires, manages, and maintains the state motor vehicle fleet, including motorized equipment. The vehicles managed by VAM range from subcompact sedans to 50,000-pound tandem road tractors, and the equipment ranges from lawn mowers to bulldozers. The division also handles the sale of surplus state property and the distribution of both state and federal surplus property to authorized governmental agencies, non-profits, educational agencies, law enforcement agencies, and the general public within the State of Tennessee.

Document Solutions provides electronic and printed communications services for all branches of state government including printing, graphics, scanning, mailing, and photographic services. The division also operates a warehousing management service that supplies state agencies with surplus and bulk products, and contains the state's Postal Services unit, which delivers incoming mail and state messenger mail, provides high-speed inserting services, and processes outgoing mail. It operates a USPS contract station on the third floor of the William R. Snodgrass Tennessee Tower in Nashville.

Commissioner's Support Services

The Office of Administrative Services provides internal procurement, payment, and IT support, and external procurement support to small departments/agencies. It also serves as the department liaison with F&A/STS and Asset Management.

The Office of Communications manages strategic internal and external communications for the department, including print and electronic publications, public records requests, and media relations, and serves as the department liaison with the Governor's Communications Office.

The Office of Financial Management manages all accounting and fiscal activities within the department, including a system for all financial transactions. The office prepares the department's annual operating budget, administers payroll, and serves as the department liaison with the Department of Finance and Administration.

The Office of General Counsel provides legal advice to the department, reviews contracts and licensing agreements, writes rules and regulations, and represents the department in a wide variety of legal matters. It also reviews and analyzes proposed legislation relevant to DGS and serves as the department liaison with the Governor's Legislative Office, the Tennessee General Assembly, and the Attorney General.

The Office of Internal Audit is an independent appraisal unit that examines and evaluates departmental activities, makes recommendations for improvements to internal controls, and serves as the department liaison with the Comptroller of the Treasury.

Commissioner Christi W. Branscom*Department of General Services*

Christi W. Branscom became commissioner of the Department of General Services on January 19, 2019. Prior to her appointment as commissioner, Branscom enjoyed a successful career as chief operating officer/general counsel and principal managing real estate broker at Partners Development for 25 years before dedicating herself to the public sector. Most recently, she served in the City of Knoxville administration as the senior director of public works before being promoted to deputy to the mayor/chief operating officer—making her the first female in Knoxville history to be named to either position. Branscom has a bachelor of science in finance from the University of Tennessee in Knoxville and a juris doctorate from the University of Memphis.





Department of Health

The mission of the Tennessee Department of Health (TDH) is to protect, promote, and improve the health and prosperity of people in Tennessee. This statewide team of highly talented and dedicated professionals is committed to working collaboratively on effective, engaging public health efforts. Compassionate, effective, and efficient service to people in all 95 counties of the state is the standard of performance. TDH is focused on preventing communicable disease and behaviors that are the biggest drivers of death and chronic disease in Tennessee including physical inactivity, excessive caloric intake, tobacco and nicotine use, and other substance use disorders.

TDH is a 24/7/365 first responding organization for disease outbreaks and disasters of all kinds. The agency provides thousands of direct services daily to Tennesseans through a statewide network of 89 rural and six metropolitan county health departments with more than 114 physical locations. All 6.7 million residents and millions of visitors are impacted by TDH efforts to prevent injury, illness, and disease before they occur. This includes preventing the spread of communicable illnesses through an effective detection and response capacity and immunization program; inspecting and regulating thousands of restaurants and health care facilities; licensing and regulating more than a quarter-million health professionals; registering and maintaining birth, death, and other vital records; conducting specialized laboratory testing; providing nutritional support and education to tens of thousands of mothers and children; providing primary care and prevention services to hundreds of thousands of uninsured adults through a network of 56 TDH and 186 Primary Care Safety Net clinics; performing thousands of newborn health screenings; and increasing statewide efforts toward health and greater happiness by promoting physical activity, better food and nutrition choices, and a life without tobacco, nicotine, and other addictions. All of these efforts are conducted with the understanding that, for most of us, a healthier and longer life is possible and available for the taking.

TDH works with other departments and branches of state government as well as businesses, organizations, and individuals to support Tennesseans in making commitments to their own health, to that of friends and families, and to a broader "Culture of Health" in the state.

About the Agency

Commissioner:

**Lisa Piercey, MD,
MBA, FAAP**

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(615) 741-3111
TN.gov/health



Andrew Johnson Tower

Statistics

- Year Established: 1923
- Employees: 2,800
- Statewide Network: 89 rural and 6 metropolitan county health departments
- More than 114 physical locations
- More than 300,000 Tennessee doctors, nurses, dentists, and other health care professionals are licensed by regulatory boards

History

The Tennessee Department of Public Health was established January 31, 1923, taking over activities of the Board of Health created in 1877 in response to devastating epidemics of yellow fever and cholera, and preceded by a series of state entities and efforts dating back as early as 1778. Activities and responsibilities have changed and grown through the years as health needs, public health challenges and health care have evolved. In 1983, the department's name was changed from the Department of Public Health to the Department of Health and Environment to more clearly reflect its functions. As a result of the state's increased focus on environmental protection and conservation, the environmental programs were transferred in 1991 to the new Department of Environment and Conservation. The agency's name was then changed to the Department of Health.

Services

Community Health Services. TDH promotes community health improvement through a range of preventive and care services provided by a network of county health department clinics. These services include immunizations; communicable disease surveillance and control; emergency preparedness and response programs; primary care; Women, Infants, and Children (WIC); oral health services including both school-based and clinical services; population health improvement efforts, and individual and family wellness initiatives. These local offices significantly improve the quality of life in every county. Tennessee's 89 rural county health departments are organized into seven public health regions and report directly to TDH and its commissioner. Tennessee's six metro health departments are a vital part of the state's public health enterprise, providing services for about 40 percent of the population and reporting to their respective mayors.

The TDH Office of Rural Health assists small and rural hospitals through management of federal grants that promote financial viability and administers incentive and distribution programs that reduce provider shortages in rural and underserved areas. The Office of Primary Care works with the Health Resources and Services Administration on federal grant and workforce investments in Tennessee to enhance primary care capacity in underserved communities and administers Tennessee's Safety Net Program to provide primary care and emergency dental services in 88 of the state's 95 counties.

Communicable and Environmental Disease and Emergency Preparedness. This division investigates disease outbreaks, performs contact tracing to control the spread of communicable illnesses, and works to assess and reduce the risk of exposure to environmental hazards. Information obtained through these efforts and ongoing surveillance activities guide the development of policies and procedures to protect the public from health threats. To promote immunizations, the department provides vaccines, tracks coverage rates statewide, documents patient immunizations, and coordinates provision of immunizations to underserved children through the Vaccines for Children program. Select vaccines are also available to adults at local health departments. The division also coordinates the provision of HIV and STD testing and treatment programs statewide. Environmental health staff members annually inspect more than 40,000 facilities in Tennessee including food service establishments, hotels and motels, public swimming pools, campgrounds, and tat-

too establishments. Team members conduct environmental surveys in schools and childcare facilities and work with rabies control to protect public health.

Laboratory Services. The State Public Health Laboratory provides clinical and environmental testing services to TDH program areas and local health departments, hospitals, independent laboratories, other state agencies, physicians, dentists, and clinics. The labs also provide public health services such as rabies testing that are unavailable from other sources. Tennessee's public health laboratories are part of the National Laboratory Response Network, the component of homeland security for analyzing specimens related to terrorism. All babies born in Tennessee hospitals are screened for more than 70 genetic conditions through a dried blood spot sent to the state laboratory. Early diagnosis and treatment is vital to the child's potential quality of life and mortality. For infants with abnormal screening results, TDH follows up with the baby's physician to initiate retesting and confirmation, and to potentially find treatment from a specialist.

Licensure and Regulation of Health Care Professionals and Facilities. TDH ensures quality in Tennessee's health care workforce and health care facilities, helping administer and enforce state laws and standards for health care professionals. More than 300,000 Tennessee doctors, nurses, dentists, and other health care professionals are licensed by regulatory boards. Disciplinary action is taken if state standards are violated. TDH also licenses more than 1,780 hospitals, nursing homes, ambulatory surgical treatment centers, and other health care facilities and assesses and certifies them for participation in the Medicare and Medicaid programs. This division also monitors ambulance services and emergency medical personnel across the state to ensure quality and safety standards are met and medical laboratories and personnel are tested and licensed.

Family Health and Wellness. TDH provides a variety of programs and services to address the health needs of children and families with a focus on improving birth outcomes, lowering the adolescent pregnancy rate, reducing the burden of chronic disease, and helping Tennesseans optimize their health. TDH services for families include routine screening of all newborns, approximately 80,000 annually, to quickly identify potentially life-threatening conditions; coordinating care for children with special health care needs; screening and follow-up for children with potential lead poisoning; home visitation; mammography screening; prenatal care; family planning; and other efforts. TDH promotes healthy behaviors through wellness initiatives including tobacco prevention and cessation, injury prevention and control, disease management, and comprehensive health education. Local health departments administer programs that provide supplemental foods to low-income, pregnant, breastfeeding, and postpartum women, as well as infants and children. In some counties, supplemental foods are also provided to senior citizens. TDH also provides nutrition education about using these foods as part of a good daily diet.

Health Disparities Elimination. The Division of Health Disparities works to identify and address disparities in health access and outcomes related to age, race, gender, place, and other factors which contribute to disproportionate burden of disease, injury, and disability among diverse communities in Tennessee. The Office of Minority Health and Disparities Elimination works to engage individuals and organizations representing racial and ethnic minorities to assess health resources and gaps and to support programs and services to address those needs. This office provides leadership, funding, training, technical assistance, and information to historically black colleges and universities, community- and faith-based organizations, and partners

in state and national agencies to increase access to health services, improve health outcomes for underserved communities, and promote cultural competency and collaboration to increase community-based health promotion and disease prevention activities.

Population Health Assessment. This division collects and analyzes information for Tennessee’s population relative to health status indicators including low birth weight, adequacy of prenatal care services, obesity, illness and death from chronic disease and injury, adolescent pregnancy rates, and asthma in children. It maintains the statewide registry for cancer incidence and the health care facilities’ large data collection and surveillance systems. Data are analyzed to form policies and shape the health care delivery system to effectively address needs and protect population health including development of the State Health Plan.

Vital Records. The Office of Vital Records maintains a central registry of births, deaths, marriages, divorces, adoptions, and legitimations in the state. Annually, the office registers approximately 85,000 births and 154,000 other new vital events. Certified copies of these records are available at the Vital Records Office in Nashville, at selected county sites, and through the Vital Records website.

Related Advisory Boards, Committees, and Councils

The following committees may be contacted through the TDH Commissioner’s Office, 710 James Robertson Parkway, 5th Floor, Andrew Johnson Tower, Nashville, TN 37243.

- Advisory Committee for Children’s Special Services
- Genetics Advisory Committee
- Perinatal Advisory Committee
- Tennessee Child Fatality Prevention Team
- Tennessee Medical Examiners Advisory Council
- Traumatic Brain Injury Advisory Council

Regulatory Boards

The following boards set qualifications for professionals who provide health care in Tennessee, license or certify qualified applicants, and take disciplinary action when standards are violated. These boards may be contacted at Health Related Boards, 665 Mainstream Drive, Nashville, TN 37243.

- Applied Behavioral Analyst Licensing Committee
- Board for Licensing Health Care Facilities
- Board of Alcohol and Drug Abuse Counselors
- Board of Athletic Trainers
- Board of Chiropractic Examiners
- Board of Communication Disorders and Sciences
- Board of Dentistry
- Board of Dietitian and Nutritionist Examiners
- Board of Dispensing Opticians
- Board of Examiners for Nursing Home Administrators
- Board of Examiners in Psychology
- Board of Medical Examiners
- Board of Nursing
- Board of Occupational Therapy

- Board of Optometry
- Board of Osteopathic Examination
- Board of Pharmacy
- Board of Physical Therapy
- Board of Podiatric Medical Examiners
- Board for Professional Counselors, Marital and Family Therapists and Clinical Pastoral Therapists
- Board of Respiratory Care
- Board of Social Worker Licensure
- Board of Veterinary Medical Examiners
- Committee for Clinical Perfusionists
- Committee on Physician Assistants
- Controlled Substance Monitoring Database Committee
- Council for Licensing Hearing Instrument Specialists
- Council of Certified Professional Midwifery
- Polysomnography Professional Standards Committee
- State Nurse Aide Registry
- Tennessee Advisory Committee for Acupuncture
- Tennessee Emergency Medical Services Board
- Tennessee Massage Licensure Board
- Tennessee Medical Laboratory Board
- Tennessee Radiologic Imaging and Radiation Therapy Board of Examiners

Commissioner Lisa Piercey, MD, MBA, FAAP

Department of Health

Lisa Piercey, MD, MBA, FAAP was honored to join Governor Bill Lee's cabinet upon his inauguration in January 2019 as the 14th commissioner for the Tennessee Department of Health. Preceding her public service, Piercey spent a decade in health systems operations, most recently as executive vice president of West Tennessee Healthcare, a public, not-for-profit health system with more than 7,000 employees serving 22 counties. Her executive responsibilities included oversight of five rural acute care hospitals, two inpatient rehabilitation hospitals, a behavioral health hospital, eight community mental health centers, and the system's population health initiatives. Prior to this role, she served as vice president of physician services, managing the 17 clinics and approximately 90 providers of the West Tennessee Medical Group.

Piercey is certified by the American Board of Pediatrics in both general pediatrics and in the specialty field of child abuse pediatrics. She has remained active in evaluating children for suspected abuse and neglect and serves in a volunteer capacity as medical director for the Madison County Child Advocacy Center and as a faculty member at Vanderbilt University School of Medicine. Piercey is a Fellow of the American College of Healthcare Executives, where she has been president of the Mid-South Healthcare Executives chapter as well as the national chairman of the Management Series Editorial Board.



In addition to volunteering on multiple community and non-profit boards, Piercey serves on the American Hospital Association's Small and Rural Hospital Governance Council, the Joint Commission Critical Access Hospital Advisory Group, and the Tennessee Center for Health Workforce Development Board, and was appointed by Governor Haslam in 2017 to the State of Tennessee Healthcare Facilities Licensing Board. Professional awards include Senior Healthcare Executive of the Year (2016), Rural Healthcare Executive of the Year (2017), and the WestStar Make-a-Difference Award (2018).

She received her Bachelor of Science in Chemistry from Lipscomb University, her medical degree and pediatrics residency training from East Tennessee State University Quillen College of Medicine, and her Master of Business Administration from Bethel University. Piercey and her husband, David, an industrial safety specialist, are west Tennessee natives and have four children.

A neon sign is mounted on a light-colored brick wall. The sign consists of two lines of text: 'BAKED' on the top line and 'IN NASHVILLE' on the bottom line. The letters are made of a glowing neon tube. The top line 'BAKED' is in a white or light yellow color, while the bottom line 'IN NASHVILLE' is in a bright red color. The sign is held up by several thin metal chains. The brick wall has a classic running bond pattern. In the bottom right corner, a small portion of a green plant with yellow flowers is visible.

BAKED
IN NASHVILLE



Department of Human Resources

The Tennessee Department of Human Resources (DOHR) serves as the central human resources agency for the State of Tennessee, the state's largest employer with more than 43,000 employees. DOHR has the authority to direct and supervise all administrative and technical human resources activities for cabinet agencies, boards, and commissions in the executive branch. The department establishes and maintains statewide human resources policies, guidelines, and rules; provides guidance, consultation, and training to state agencies on personnel matters; and directs all professional and leadership development activities for state employees. Additionally, the department provides technical HR services and maintains HR records for the legislative and judicial branches.

With the passage of the Tennessee Excellence, Accountability, and Management (T.E.A.M.) Act of 2012, state employment practices were transitioned from a tenure-based model to a performance-based model designed to recruit, retain, and reward a talented workforce. This allows state government to attract, retain, develop, and motivate a high-performing, diverse workforce. The T.E.A.M. Act also made state government a more competitive employer through implementation of HR best practices, which included a heightened focus on recruitment, onboarding, employee engagement, performance management, workforce and succession planning, and learning and development.

The legislation positioned DOHR to provide high-quality human resources leadership that enables agencies to create an environment where employees thrive in providing an efficient, effective, and customer-focused government to the more than 6.5 million Tennessee citizens.

Divisions

DOHR accomplishes the significant role of leading human resources in state government with 139 employees working in ten unique divisions and an approximate budget of \$14.5 million dollars. The department's ten divisions are designed to support DOHR's products and services:

HR Business Solutions provides direct HR services to the Department of Human Resources, the Department of General Services, and 11 smaller executive branch agencies, including the offices of the Governor and First Lady.

About the Agency

Commissioner:

Juan Williams

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Tennessee Tower

Statistics

- Employees: 139
- The state is the largest employer in Tennessee with more than 43,000 employees
- Approximate \$14.5 million budget

Additionally, the division assists statewide HR teams in identifying and addressing specific actions to help agencies achieve their unique strategic goals.

The **Employee Relations** division strengthens relationships in the workplace to support the State of Tennessee in functioning efficiently and ensuring that employees can perform at their best. In addition to managing the State's robust Performance Management program, the division administers statewide programs that add value to the employee experience, including the Tennessee Employee Mediation Program, Employee Suggestion Award Program, Tennessee Employees Charitable Campaign, Employee Discount Program, Service Awards, and enterprise Exit Surveys. The division also guides employees through protected leave utilization to help balance work and family responsibilities.

Strategic Learning Solutions (SLS) drives enterprise learning and development, including leadership development programs, workforce planning, strategic business planning, succession planning, and talent management strategies. Through consulting and partnering with agency leaders, SLS delivers customized learning strategies to develop and sustain a high performing workforce. The division drives a culture of continuous learning and supports the State of Tennessee in growing its own talent by equipping employees, supervisors, and leaders with the tools needed to excel in their roles.

The **Recruiting Division** supports the State's focus on recruiting, retaining, and rewarding a talented workforce and assists agencies in sourcing, attracting, and hiring qualified talent, especially for difficult-to-fill roles. Recruiting efforts are focused on positions with high turnover or succession gaps to increase efficient and effective workforce planning. The division also manages the statewide internship program, *Tennessee Leaders of Tomorrow*, to prepare today's young leaders for future opportunities in public service and the state's participation in *Hiring our Heroes*, an initiative that provides important job training and employment opportunities to Veterans.

The **Agency Resource Center (ARC)** approves and processes essential HR transactions for the enterprise, including hires, promotions, equity increases, job classifications, separations, and compensation. Four domains within the ARC support the division in meeting agency-specific needs in an efficient, effective, and customer-focused manner. Whether completing transactions, verifying gross pay for employees, or determining classification and compensation for new positions, the division's special focus is to support agencies in securing the right talent for their teams.

The **HR Service Center (HRSC)** assists all state employees and applicants with routine HR inquiries. By providing a central HR point of contact, the center increases customer service and yields crucial call and customer satisfaction data through a ticket tracking system. The HRSC supports Agency HR teams by creating additional capacity to focus on strategic initiatives, such as recruiting and hiring processes, onboarding, talent management, and employee engagement.

The **Organizational Performance and Data Management (OPDM)** division is the human capital data collection and management unit for the State of Tennessee. OPDM provides analysis to business leaders to increase efficiency, reporting, and performance tracking to optimize strategy and performance. As part of its service, the division manages the deployment and analysis of enterprise Exit, Engagement, and Climate surveys, as well as HR surveys to identify strategic priorities within each agency. By providing services to increase efficiency, accuracy, and analysis of data, OPDM supports leaders in driving continuous improvement and organizational success.

The **Legal Division** oversees all legal issues within DOHR, offering counsel and technical assistance to state agencies and employees on employment law matters. This division manages enterprise HR legislation and policy implementation, workplace investigations, and employee appeals. In addition, the Legal division serves as the enterprise General Counsel for State HR practices, and assists in developing and facilitating workshops on HR compliance and employment law matters.

The **Quality Assurance and Records Management** division helps ensure that the department's operations and work products are delivered with excellence. The annual Quality Review process helps to maintain financial integrity compliance, with the ultimate goal of improving the department's efficiency and reducing waste. Enterprise personnel and related records are also maintained by this division. The team makes records available by request in accordance with the Tennessee Public Records Act.

The **HR Operations** division provides administrative support to DOHR, which includes purchasing, IT, facilities, accounts payable, budget, and contract management.

Making State Government the Employer of Choice

DOHR implements innovative HR best practices to position the State of Tennessee as the employer of choice in the Southeast. The State leverages recruiting efforts to hire top talent, administers a market and performance-based pay plan, and provides a robust learning and development platform.

Recruiting Efforts to Hire Top Talent:

As the State's workforce needs continue to change, DOHR supports agencies by focusing on positions with high turnover or succession gaps to increase efficient and effective workforce planning. The department's Recruiting Division organizes professional recruitment events to feature job opportunities across all state agencies and connect with qualified candidates. DOHR also utilizes free social media and job board resources to market career opportunities, resulting in more efficient, effective hiring and a cost savings of more than \$150,000. To acquire future generations of top talent, DOHR's Recruiting Division manages the State's enterprise internship program, *Tennessee Leaders of Tomorrow*. The program aligns the State's efforts to develop and recruit talent by taking a comprehensive approach to planning and executing an effective internship program and prepares today's young leaders for future opportunities in public service.

Market and Performance-Based Compensation Model:

The State maintains a focus on results by administering a market and performance-based compensation model that rewards employees based on performance and market competitiveness. Every employee has individual S.M.A.R.T. (specific, measurable, achievable, relevant and time sensitive) performance work outcomes and behavioral competencies tied to agency strategic goals that support the governor's top priorities. Three check point meetings and a final performance review over the yearlong cycle promote continuous coaching and feedback. As a result, more than 150,000 conversations about performance occur at the State of Tennessee each year, and employees are rewarded for achieving great results through Pay for Performance, which has annually increased base salaries by 2.5–3.5% over the past 4 years and provided up to 4% one-time cash bonuses for exceeding work outcomes.

Pay-for-Performance has allowed the State of Tennessee to be a trailblazer for administering performance management and merit-based compensation in state government. The program drives a culture of high performance and engagement by rewarding state employees for the work they contribute to improving the lives of citizens.

Learning & Development Platform:

Learning and leadership development plays a critical role in attracting and retaining top talent. The State of Tennessee is intentional about investing in its workforce by providing many opportunities and platforms to learn and grow. DOHR's Strategic Learning Solutions (SLS) division consults and partners with agency leaders to create customized learning and cultural strategies to develop and sustain a high-performing team. In total, DOHR's SLS division offers 5 enterprise wide leadership development programs and 27 agency-specific leadership academies with more than 3,200 combined participants from across state government. Supervisors are developed through the Management and Leadership Learning Pyramid certificate program, designed to equip leaders for success. As a result of the program, the State's 7,200 supervisors have completed more than 310,055 hours of training development. In 2019, DOHR opened the first State of Tennessee Learning and Development Center (LDC) housed in the William R. Snodgrass Tennessee Tower in downtown Nashville. DOHR's SLS division manages the LDC to provide all state employees with experiential, research-based learning and development offerings to promote excellence and continuous improvement. Through more than 100 learning and development offerings, the center provides transformational programs that enhance employee skills and competencies and improve the overall performance and satisfaction of the state workforce.

Related Boards and Commissions

Board of Appeals – Established by Tennessee Code Annotated § 8-30-108, the Board serves as the hearing tribunal for preferred service employees who are appealing a dismissal, demotion, or suspension. Board members are citizens of Tennessee who are appointed by the Governor. The Board of Appeals has exclusive jurisdiction to hear matters at Step III brought by either the employee or agency, and is the final step in the administrative appeal procedure provided for preferred service employees.

Sick Leave Bank Board of Trustees – Composed of seven board members, including the Commissioner of Human Resources, the Commissioner of Finance and Administration, the Treasurer, and the Executive Director of the Fiscal Review Committee. Three additional board members are selected by the membership of the Tennessee State Employees Association at their annual legislative convention. The board is charged with governing the activities of the Sick Leave Bank, to include establishing the criteria for distributing sick leave from the bank, hearing appeals of denials of requests for sick leave, and prescribing the form and manner of participation in the bank as provided by Tenn. Code Ann. §§ 8-50-901 through 8-50-909.

Employee Suggestion Award Program Board – Outlined in Tenn. Code Ann. §§ 4-27-101 through 4-27-105, the Employee Suggestion Award Program is designed to encourage employees to submit ideas that will improve processes or reduce costs for Tennessee state government. The board includes the Commissioners of Human Resources, Finance and Administration, and General Services, along with

the Executive Director of the Fiscal Review Committee and a representative from the Tennessee State Employees Association, and is responsible for reviewing suggestions submitted and approved for implementation within state agencies and approving cash awards under the program guidelines for those ideas that result in documented savings.

Commissioner Juan Williams

Department of Human Resources

Juan Williams was appointed Commissioner of the Department of Human Resources by Governor Bill Lee. Prior to this appointment, he spent fourteen years at Duke Energy's Piedmont Natural Gas Division in management positions in Human Resources, Utility Operations, and Change Readiness.

During his tenure at Duke Energy Nashville Resource Center, Juan advised managers, supervisors, and employees on matters including operations and workplace culture. Previously, Juan served as the Director of Change Readiness with focuses on business process, systems and technology, talent management, and restructuring. He also led the Human Resources department with oversight over Employee Relations, Labor Relations, Talent Acquisition, and Business Support functions. In addition to nearly 17 years of human resources and operations experience, Juan is an active member of the community and serves on the PENCIL Foundation Board of Directors.

Juan is a results-oriented, energetic leader with a focus on excellence in communication and continuous learning. Juan received a bachelor's degree in business from North Carolina Wesleyan College and an MBA from Queens University in Charlotte, NC.





Department of Human Services

The Tennessee Department of Human Services (TDHS) is one of the largest of the 23 cabinet-level state departments, with more than 4,000 employees serving approximately 2 million Tennesseans. TDHS is responsible for administering programs and services to support individuals and families in their economic growth and overall well-being through employment assistance, vocational training, protective services and programs to meet essential needs. TDHS has a vast reach with a direct link to local communities through its offices in all 95 counties of the state. TDHS works from the philosophy that when an intentional focus is placed on meaningfully improving the lives of each and every customer who interacts with the Department or its partners, there is an opportunity to help build a stronger household, neighborhood, community, and state—a stronger and more thriving Tennessee.

Mission and Vision

The Department's mission is to build strong families by connecting Tennesseans to employment, education, and support services. The Department's vision is to revolutionize the customer experience through innovation and a seamless network of services. TDHS is aligning our vision with Governor Lee's key priorities in the following ways: helping our customers enter or re-enter the workforce; connecting our customers to the resources they need throughout Tennessee; and improving upon the social determinants of health.

Building a Thriving Tennessee

TDHS has an intentional focus on listening to customers, understanding barriers in reaching their goals, and tailoring programs and services to ensure needs are met through a whole-family approach. The TDHS team has a strategic focus on improving the TDHS customer experience; identifying business efficiencies to best serve customers, employees, and Department partners; and having a greater impact in rural communities. The TDHS team has taken on the challenge to develop creative, innovative approaches to improve how the Department serves Tennesseans.

TDHS is comprised of three divisions providing direct services to Tennesseans. The **Division of Child Care and Community Services** houses programs such as Adult Protective Services, Child Care Services, community

About the Agency

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Statistics

- Year Established: 1925
- Employees: 4,171
- Serves more than 2 million Tennesseans
- Provides more than 17 services and programs to meet the essential needs of Tennesseans
- Has employees in all ninety-five counties

nutrition programs, and community grant programs to enhance the quality of life for children, the elderly, and disabled adults. The **Division of Family Assistance and Child Support** administers the Families First (the state's Temporary Assistance for Needy Families or TANF) program and the Supplemental Nutrition Assistance Program (SNAP) for families with low-income. Both programs have an employment component and ancillary services to equip families with opportunities to increase economic stability and overall well-being, such as job training and transportation assistance. The Child Support program facilitates parental responsibility to meet the financial needs of children and their families. The **Division of Rehabilitation Services** provides a variety of individualized services to persons with disabilities in preparation for their employment in the competitive job market or to enhance their independent living skills. The Division of Rehabilitation Services consists of a variety of services including the Vocational Rehabilitation program, which advocates employment outcomes for clients that are consistent with their individual strengths, resources, abilities, capabilities, and informed choice.

TDHS Programs and Services at a Glance

Adult Protective Services investigates reports of abuse, neglect (including self-neglect) or financial exploitation (of government funds) of adults who are unable to protect themselves due to a physical or mental limitation.

Child Care Services plans, implements, and coordinates activities and programs to ensure quality, and the health and safety of children in licensed care.

- *Child and Adult Care Licensing* is the regulatory body that licenses and monitors child care and adult care facilities across Tennessee with the goal of ensuring the health and safety of young children and vulnerable adults in care.
- The *Child Care Certificate Program (Child Care Payment Assistance, including Smart Steps)* provides child care payment support primarily to families who are working, in post-secondary education programs, participating in the Families First program, and others. Child care payment assistance not only allows parents and guardians a sense of security while they work or pursue educational goals, it also promotes children's learning and development in quality child care environments.
- The *Child Care Assessment Program* provides a detailed, objective, formal report to child care educators/professionals. Child Care Assessment staff use a quality measurement instrument to assess each licensed provider annually and establish the Star-Quality Report Card Rating and Evaluation System for child care facilities.
- *Child Care Resource and Referral Centers* are free child care location and counseling services located in communities across the state. Parents can receive information regarding the components of quality care and what to look for when choosing quality care.

Child Support Program. The program promotes parental responsibility to meet the financial needs of children and their families. Services include: locating parents; establishing paternity; establishing and enforcing financial and medical support orders; modifying child support orders and collecting and disbursing child support collections.

Community Services Block Grant. The grant enables community-based contracts with local governments and non-profit organizations that provide a wide range of support services to low-income individuals and families.

Families First, the state's Temporary Assistance for Needy Families (TANF) program, is a workforce development and employment program. The Families First program emphasizes work, training, and personal responsibility. It is temporary and has a primary focus on gaining self-sufficiency through employment. The Families First program helps participants reach this goal by providing temporary cash assistance, transportation, child care assistance, educational supports, and other support services.

Child and Adult Care Food Program. The program provides eligible institutions reimbursements for nutritious meals served to participants who meet age and income requirements.

Summer Food Service Program. The program provides reimbursements for nutritious meals served to children 18 or younger in areas across the state where poor economic conditions exist when school is out for the summer. Persons older than 18 who are mentally or physically disabled and who participate in school programs for the disabled are also eligible to participate.

Social Services Block Grant. The grant programs function as the primary support network for elderly and disabled adults to help them maintain independence or prevent adult abuse, neglect, and exploitation. Services are facilitated through Adult Protective Services.

Supplemental Nutrition Assistance Program (SNAP). SNAP helps to ensure eligible low-income families and individuals receive benefits to supplement a household's monthly food budget, maintain good health, and allow them to direct more of their available income toward essential living expenses.

Vocational Rehabilitation (VR). The program provides a variety of individualized services to persons with disabilities in preparation for their employment in the competitive labor market. VR advocates employment outcomes for customers that are consistent with their individual strengths, resources, abilities, capabilities and informed choice.

Services for the Blind and Visually Impaired (SBVI) provides vocational rehabilitation services to individuals who are blind or have vision loss. Rehabilitation teachers and assistants enable clients to live more independently in their homes and communities. Additionally, the unit operates the Tennessee Business Enterprises Program (TBE), which provides entrepreneurial opportunities for legally blind individuals to operate food service facilities in state and federal government buildings.

The **Tennessee Council for the Deaf, Deaf-Blind and Hard of Hearing (TCDDBBH)** has the responsibility for ensuring that state and local public programs and services are accessible to deaf, hard of hearing, late-deafened, and Deaf-Blind citizens. TCDDBBH coordinates communication, information, public awareness, and advocacy services through six regional community service centers.

Tennessee Rehabilitation Center – Smyrna. The center in Smyrna provides vocational evaluation, pre-vocational and vocational training, training for vision impairment and traumatic brain injury, physical rehabilitation, and employment readiness services. Support services are also offered to include Autism Spectrum Disorder (ASD) services, Deaf, Hard of Hearing, and Deaf/Blind services, speech services, and psychological services.

Community Tennessee Rehabilitation Centers provide employment-related services to applicants and eligible customers of the Vocational Rehabilitation program. Vocational evaluation, employee development and employment services are designed to assist individuals with disabilities to reach gainful employment.

Tennessee Technology Access Program (TTAP). The program promotes awareness about and access to assistive technology devices and services.

Disability Determination Services processes Social Security Disability Insurance and Supplemental Security Income applications for the federal Social Security Administration.

Operations. TDHS has 6 divisions and offices which serve to enhance the function of direct services and support innovation and efficiency in service delivery. Operations includes Budget, Procurement/Facilities, Fiscal, Information Technology, the **Division of Quality Improvement and Strategic Solutions (QISS)**, and the **Division of Appeals and Hearings**. QISS provides oversight and direction to the Department's program evaluation efforts and continuous quality improvement. **Appeals and Hearings** handles appeals for many of the programs administered by the Department, including eligibility for SNAP, Families First, Child Support, and Vocational Rehabilitation cases.

The **Office of Inspector General** includes oversight of the Department's independent accountability functions. Those functions include internal audit, external program review, claims management, and investigations.

The **Office of General Counsel (OGC)** provides legal advice and legal representation in judicial and administrative litigation affecting all Department programs. Attorneys within OGC prepare departmental rules affecting program implementation; assist in analyzing legislation affecting the Department; and assist in preparing legislation for the Department, among a number of other essential functions.

The **Division of Human Resources, Talent Management – Learning & Development** manages all processes impacting the work-life cycle of a TDHS employee, including focused support driven by agency strategy to ensure that TDHS has the ability to attract, recruit, select, develop, engage, and retain staff.

The **Public Information and Legislative Office** facilitates public, media, legislative, and customer requests. The communications team works to implement communications strategies that are supportive of the Department's mission and program needs. The office also focuses on legislative priorities for the Department, including the analysis of legislation affecting the Department, and representing the Department before the Tennessee General Assembly. Finally, the customer service team collaborates across program lines and directly with customers to ensure timely, thorough, and compassionate customer service.

Power of Partnership

Given its connection to many citizens of the state at different phases of their lives, TDHS values the power of partnership to meet the needs of Tennesseans. TDHS maintains active partnerships with Tennessee state agencies to maximize opportunities to connect individuals and families with resources to strengthen their households, such as early literacy education and tools, supports for the elderly, and services to help people with disabilities reach their independent living and career goals. TDHS operates using the Two-Generation Approach (2Gen), in which services and opportunities are provided for both the parent and child simultaneously, increasing the whole family's rate of success. TDHS has established more than twenty-two 2Gen partner-

ships with community-based organizations with an emphasis on improving education, providing economic support, promoting health, and well-being, and social capital consistent with the 2Gen approach. TDHS partners with the Tennessee business community to identify needs of employers, such as sustainable child care options, training, and employment opportunities for customers served by TDHS. These partnerships have led to increased opportunities for parents to attend school or work consistently with the availability of quality child care for their family, as well as unique training/employment opportunities with hundreds of Tennessee employers. Finally, TDHS works closely with its federal partners, who establish federal regulations and provide funding for many assistance programs. TDHS has been able to pilot federal initiatives on a state level and work with federal partners to tailor programs to meet the unique needs of Tennesseans.

Recent Accomplishments: Better Serving Tennesseans

- The TDHS Family Assistance Team successfully implemented a pilot program in rural areas to provide meals to children and their families in the summer months. Through this initiative, more than 3,000 families have received meals. Their efforts expanded in summer 2019 with all Family Assistance Offices participating in food donation drives and volunteer efforts in their respective counties.
- The Child Support Program developed an online application process for customers. The online application reduces errors from illegible paper applications and decreases mail time and cost. The Child Support Program also added an additional payment option for non-custodial parents who are unbanked and currently pay their obligations at their local court clerk's office or send money orders.
- In state fiscal year 2019, the Child Support Program collected approximately \$611 million on behalf of children and families.
- Through the TDHS partnership with the Governor's Books from Birth Foundation, TDHS staff have successfully registered approximately 33,380 children in the program so each age-eligible child may enjoy a free book to read and keep each month as they establish their own family library at home.
- A case study prepared in partnership with the Ascend at the Aspen Institute honored the Department for being among the nation's leaders in crafting and implementing a two-generation approach. Tennessee's 2Gen programs aim to work with children and their parents simultaneously and put both on a path towards permanent economic security.
- On any given day, at least half the TDHS staff communicates directly with customers. To create a uniform approach to responding to customers and case management, TDHS Public Information and Legislative Office implemented a customer service tool that helps build a uniform customer database and inquiry repository. TDHS now has a customer service product that combines all of the division's inquiries, customer service management, inquiry tracking, knowledge sharing, and reporting needs in one system.
- The Adult Protective Services (APS) Unit received a grant from the federal Administration for Community Living to improve communication, coor-

- dination, and government efficiency among 20 agencies to strengthen collective response to abuse, neglect, and exploitation of vulnerable adults. Representatives from each agency have worked together to create a state-wide model called the Coordinated Community Response (CCR).
- In state fiscal year 2019, the Child and Adult Care food program provided approximately 33 million meals to Tennessee children and elderly adults. Additionally, the Summer Food Service Program provides an average of over 3.4 million meals to children each summer. The nutrition programs have also been awarded a \$100,000 grant from the United States Department of Agriculture (USDA) to increase training and technical assistance for local level partners.
 - The Smart Steps Child Care Payment Assistance Program was created by the TDHS team to meet the needs of families who are working or in post-secondary education programs who do not qualify for Families First but are in need of child care support to sustain employment or increase earning potential through post-secondary programs. The Smart Steps program has served 36,000 children since 2016.
 - TDHS SNAP Outreach program's main objective has been to reach high volumes of potentially eligible SNAP populations and to create processes that allow the potential eligible population to move seamlessly from initial contact to enrollment in the SNAP program. During 2018, TDHS partnered with six agencies across the state: Second Harvest Food Bank of Middle Tennessee, Second Harvest Food Bank of Northeast Tennessee, United Way of Metropolitan Nashville, West Tennessee Legal Services, Mid-South Food Bank, and Tennessee Commission on Aging and Disability. In 2018, these agencies assisted over 184,756 individuals by providing information about SNAP, pre-screening, and application assistance, in addition to community supportive services such as providing food via mobile food banks, legal services, employment training and assistance, GED, financial counseling, case management, and housing assistance.
 - In June 2019, the Vocational Rehabilitation program launched a new website to expand the state's capacity to provide high-quality, evidence-based Pre-Employment Transition Services (Pre-ETS) that lead to successful post-secondary and employment outcomes for students with disabilities. Working with experts from Vanderbilt University-Kennedy Center, Transition Tennessee's Pre-ETS Blueprint is the online hub for professional development and resources on Pre-ETS. This blueprint offers guidance on the components of Pre-ETS to assist providers in delivering high-quality services to students with disabilities transitioning to higher education and employment.
 - During the 2018-2019 school year, VR's contracted community rehabilitation providers (CRPs) delivered over 42,000 pre-employment transition services to students with disabilities, representing a 300 percent increase over the previous school year. Further, in the same time period, VR expanded to operate 47 Transition School to Work programs and 17 Project SEARCH sites.
 - In 2019, the Tennessee Rehabilitation Center at Smyrna transformed to a new Career and Technical Education Model. The transformation included revamping the Admission, Intake, and Orientation processes, relocating departments, reorganizing staff, and drafting new procedures. The new model promotes Areas of Study to enable individuals enrolled at TRC-Smyrna to obtain the

skills, industry certifications and/or national credentials needed to succeed in competitive integrated employment in today's labor market.

- TRC-Smyrna, in partnership with CVS Health, began a new program featuring a mock CVS Pharmacy on the TRC-Smyrna Campus and complimentary training programs. The program includes two tracks of study: Customer Care-only or Customer Care and Pharmacy Technician. In order to enter the Pharmacy Technician track of the program, students are required to go through and successfully complete the Customer Care track. After either track, students can begin their job search. All students who complete the program have the opportunity to apply and interview for a position with CVS Pharmacy in retail operations or, if certified, as a Pharmacy Technician.

Commissioner Danielle W. Barnes

Tennessee Department of Human Services

Danielle Whitworth Barnes was reappointed to serve as a member of the Governor's Cabinet as the Commissioner of the Tennessee Department of Human Services in 2019. Operating with a budget of over \$2.1 billion and providing leadership to approximately 4,000 employees, Ms. Barnes continues to drive for strong results for individuals, families, and communities through meaningful work outcomes and community partnerships.

Since her appointment in 2017, Ms. Barnes has led the Department in operationalizing its two-generational approach through the concept of building a thriving Tennessee. Under her leadership the Department has increased the number of collaborative partnerships with emphasis on feeding families, enhancing the customer experience, modernizing technology, and increasing employment opportunities.

Prior to her appointment at TDHS, she served as Deputy Commissioner & General Counsel for the Tennessee Department of Human Resources. In this capacity, she had oversight over all administrative and legal issues within the Department, offering counsel and advice to her agency, other state agencies, state employees, and individuals on employment matters. Before her tenure in public service, she practiced at the law firm of Farris Mathews Branran Bobango & Hellen, PLC in both the Nashville and Memphis offices.

Ms. Barnes holds certification as a Senior Professional in Human Resources (SPHR), Society for Human Resource Management Senior Certified Professional (SHRM-SCP), and International Public Management Association Senior Certified Professional (IPMA-SCP). In addition, she is a Rule 31 Listed Mediator. She is a graduate of Tennessee Government Executive Institute, LEAD Tennessee, Leadership Nashville, Leadership Tennessee, and Tennessee Bar Association Leadership Law. She earned her undergraduate degree from Spelman College and her law degree from the University of Tennessee College of Law. Ms. Barnes is also an active member of various boards and councils throughout Middle Tennessee.





Department of Intellectual and Developmental Disabilities

The Department of Intellectual and Developmental Disabilities (DIDD) is the state agency responsible for administering services and supports for Tennesseans with intellectual and developmental disabilities. The department administers services directly or through contracts with community providers.

DIDD was formerly a division of the Department of Finance and Administration before the Tennessee Legislature established it as a stand-alone department effective January 15, 2011.

The DIDD vision is to support all Tennesseans with intellectual and developmental disabilities to live the lives they envision for themselves. The department's mission is to become the nation's most person-centered and cost-effective state support system for people with intellectual and developmental disabilities.

Services and Supports

DIDD strives to partner with the people it supports and their family members and friends. This partnership centers on providing services and supports in a way that most closely matches the person's desires and goals for his or her life.

The Division of TennCare contracts with DIDD to operate three Medicaid Home and Community Based Services (HCBS) Waiver programs for persons with intellectual disabilities. Waiver programs allow people to receive long-term care in their homes and the community.

As the state agency that administers services and support for people with intellectual disabilities, DIDD is responsible for assisting eligible persons and families in obtaining the services and supports available; assisting and supporting other state and community agencies to provide services and supports; monitoring the services and supports to ensure health and safety; and helping people know and understand the rights and protections available under DIDD policy and state and federal laws.

DIDD assists with different types of programs for persons with intellectual and developmental disabilities not enrolled in an HCBS Waiver, such as family support. The Family Support Program is a community-based, state-funded program that provides assistance to families with a family member who has a severe disability.

About the Agency

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Brad Turner

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UBS Tower

Statistics

- Year Established: 2011
- Employees: 1,508
- In 2017, Tennessee became the 14th state with no large, state-run institutions for people with intellectual disabilities
- Division of TennCare contracts with DIDD to operate three Medicaid Home and Community Based Services (HCBS) Waiver programs for people with intellectual disabilities

DIDD staff also support the delivery of services to people with intellectual or developmental disabilities through TennCare's Employment and Community First CHOICES program. The department's roles include implementing intake, quality management, and Critical Incident Management systems.

The department's Clinical Services division is home to three Seating and Positioning Clinics. The clinics are staffed with physical and occupational therapists with specialized expertise in evaluating people who have complex seating and positioning needs. Each clinic also houses a manufacturing shop with custom design fabricators who have extensive experience in the areas of construction, carpentry, upholstery, and electronics. In addition, the department also operates a mobile clinic, which can serve people who live in rural areas or who are unable to travel to one of the regional clinics.

DIDD regional offices are the local points of contact for the department's community service system. It is the mission of these offices to develop and support opportunities for persons with intellectual disabilities to live as contributing members of their chosen community.

In the spring of 2017, the final people to live at Greene Valley Developmental Center moved into their new homes in the community, effectively closing the institution and satisfying the final requirement of an Exit Plan agreed to by the parties and the court in January 2015. Following the closure of GVDC, and Clover Bottom Developmental Center in November 2015, Tennessee became the fourteenth state with no large, state-run institutions for people with intellectual disabilities.

While most services and supports are administered through community providers, DIDD directly supports a number of people at the Harold Jordan Center and at thirty-seven four-person Immediate Care homes in all three regions of the state.

Related Boards and Councils

Statewide Planning and Policy Council. The Statewide Planning and Policy Council for DIDD was established by the Tennessee Legislature in 2011. The council assists in planning a comprehensive array of high-quality prevention, early-intervention, treatment, and habilitation services and supports; advising the department on policy and budget request; and developing and evaluating service and supports.

Tennessee Council on Autism Spectrum Disorder. The Tennessee Council on Autism Spectrum Disorder seeks to establish a comprehensive statewide long-term plan for a system of care for individuals with autism spectrum disorder and their families. The council makes recommendations and provides leadership in program development regarding matters concerning all levels of autism spectrum disorder services, including, but not limited to: health care, education, and other adult, adolescent, and children's services. The council meets quarterly. This council was established upon passage of SB0199 during the 2017 legislative session.

Commissioner Brad Turner*Department of Intellectual and Developmental Disabilities*

Commissioner Brad Turner was appointed in 2019 as the third commissioner of the department. Born in Orange Park, Florida, Turner spent his formative years as a teenager with his parents, Bill and Sharon, and his brother, Brent, in Arcadia, Florida. After graduating from Desoto County High School, Turner accepted a baseball scholarship to Trevecca Nazarene College (now University) in Nashville, TN. Turner graduated from Trevecca with a Bachelor of Arts degree in 1998.

Turner came to DIDD after nearly 10 years as Director of Client Services for HealthStream, Inc., a Nashville-based health care company providing solution-based services for healthcare organizations around the country. Turner was responsible for leading support efforts for over 4 million users and over 2,000 healthcare organizations. This experience has only fueled his passion for providing necessary services and understanding the needs of individuals, families, and caretakers who benefit from these programs.

Turner also served as Rutherford County commissioner from 2010-2019. He was the commission chaplain, chair of the Steering, Legislative, and Governmental Committee and appointed as member of the Ethics Committee in 2012. Previously he was also chair of the Historic Smyrna Zoning Commission and was appointed in 2014 by former Gov. Bill Haslam to serve on the state Interagency Coordinating Council for Tennessee Early Intervention Services.

Brad has been married to Rebecca since 1999 and they have a daughter Kinsley who was born in 2006. They have lived in Rutherford County since 2003 and have called Tennessee home for over 20 years. He is a member of Concord Community Church of the Nazarene and serves on their leadership board. As a parent of a child with intellectual and developmental disabilities who inspires him every day, Turner recognizes the value of the services provided by DIDD and understands the impact it can have on individuals and families. His passion lies in being their advocate and working with an outstanding department and group of dedicated Tennesseans to be the best in the nation.

In his spare time, Turner enjoys playing golf, supporting ministries at his church, reading, and spending time with his family at home.





Department of Labor and Workforce Development

History

The Tennessee Workforce Development Act of 1999 streamlined several services and programs vital to the economic well-being of the state and created the Department of Labor and Workforce Development. The legislation combined the departments of Labor and Employment Security, the Adult Education program from the Department of Education, and the Food Stamp–Employment component previously managed by the Department of Human Services. The new integrated department was designed to more efficiently meet the workplace services, regulations, and safety needs of Tennesseans.

Services

Division of Workforce Services. The division provides comprehensive employment and training resources for Tennessee’s citizens and businesses. Workforce Services creates career pathways through workforce development, job training, and educational attainment, all of which are imperative to the economic success of Tennessee. Coordinating with 13 private sector-driven Local Workforce Development Boards and various state agencies, a highly skilled workforce is built by aligning resources delivered through the American Job Centers.

Tennessee’s American Job Centers (AJCs) are strategically placed throughout the state to assist Tennesseans interested in gaining employment, as well as advancing their skills and education, and exploring careers. Each center is designed to offer labor market information, workforce development, and reemployment services through a variety of avenues. Such services may be found on-site at brick and mortar locations, online at Jobs4TN.gov, and on-the-go with the mobile American Job Centers.

Programs within the AJCs are targeted towards Tennessee’s businesses and job seekers. Centers are designed to be the one-stop resource providing a full range of workforce assistance for the job seeker. The centers offer in-person and online training referrals,

About the Agency

Commissioner:

Jeff McCord

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Nashville, TN 37243

(844) 224-5818

TN.gov/workforce



220 French Landing Drive

Statistics

- Year Established: 1999
- Employees: 1,493
- Delivers educational services to citizens who are 16 years of age or older and lack a high school diploma
- Provides over 26,000 elevator inspections each year
- Agency trains rescue teams for mines

career counseling, job listings, and similar employment-related services. Additional services are available to customers that are eligible for several programs. Required programs include:

- Title I Adult and Dislocated Worker
- Youth Services
- Trade Adjustment Assistance
- Supplemental Nutrition Assistance Program Employment & Training Program
- Jobs for Veterans State Grants
- Re-Employment Services and Eligibility Assessment
- Migrant and Seasonal Farmworker
- Certification for Temporary Agricultural Workers
- Senior Community Service Employment Program

Strengthening public-private partnerships and investing in workforce training ensures citizens attain the necessary skills needed to obtain high-quality jobs. To accomplish this, Tennessee's American Jobs Centers are equipped to assist businesses with a range of customized recruiting, hiring, and training to help develop a qualified workforce. Services also include marketing and economic development opportunities through the Business Services Team, with representation of the Local Workforce Development Areas, the departments of Economic and Community Development, Human Services—Vocational Rehabilitation Services, and Labor and Workforce Development. Such partnerships deliver value to Tennessee communities, thereby improving economic prosperity, access to skilled workers, and citizens' lives.

Division of Adult Education. The division delivers educational services to citizens who are 16 years of age or older, lack a high school diploma, and have legally withdrawn from a publically funded secondary school. As it relates to employment, approximately 464,174 citizens between the ages of 18 and 64 do not have a high school credential. Prone to unemployment, these individuals are three times more susceptible to living in poverty and eight times more likely to be incarcerated than those with such a credential. The department estimates that nearly 40 percent of jobs will require postsecondary education by 2022.

The Adult Basic Education program assesses prospective students, determining their level of education, and provides coursework to improve their essential subject-matter knowledge. Subjects include math, reading, science, social studies, and writing. Classes are available in every county across the state and are designed to equip students with the proficiency needed to earn a High School Equivalency (HSE) diploma. With an HSE diploma, citizens are equipped to transition into employment and/or postsecondary education.

Integrated English Literacy and Civics Education (IELCE) classes provide an opportunity for individuals to prepare for American citizenship by learning civic responsibilities and how to read and communicate in English. In addition to administering the Adult Education program grant, the division is also responsible for oversight and compliance of High School Equivalency exam testing centers. Adult Education saves money by reducing public assistance, healthcare, and incarceration costs. Furthermore, adults are given the opportunity to improve their lives and better support their families.

Division of Workplace Regulations and Compliance (WRC). The WRC division regulates the safety of boilers, elevators, and amusement rides; enforces the state's

labor standards; and licenses mining operations in the state while providing quality training to miners working in Tennessee.

The *Boiler and Elevator Units* protect the general public, owners, operators, users, and employees from potential hazards which are inherent to the operation of boilers, pressure vessels, elevators, aerial tramways, chairlifts, escalators, dumbwaiters, moving walks, and amusement devices. State and insurance inspectors conduct more than 71,000 boiler and pressure vessel inspections annually. In addition, there are approximately 22,000 elevator inspections performed by state inspectors each year.

The *Amusement Device Unit* ensures public safety by issuing annual operating permits to companies that meet statutory compliance requirements such as proof of inspection by qualified third-party examiners to determine if the amusement devices meet the applicable industry standards and are safe to operate. Companies must also provide proof of insurance in order to receive an operating permit. The Unit's safety compliance officers perform on-site visits of companies, fairs, and carnivals to verify that they are in full compliance. During FY 2019, the unit issued operating permits to nearly 450 amusement device companies covering over 4,500 devices.

The *Mine Safety Unit* has an extensive set of responsibilities which includes training rescue teams, responding to emergencies, issuing foreman certifications, and licensing mining operations. Specialized for underground and surface miners, approximately 15 mine safety and health training classes are provided by the unit each month.

The *Labor Standards Unit* is responsible for enforcing the law concerning six separate acts: Tennessee Lawful Employment (TLEA), Child Labor, Wage Regulations, Prevailing Wage, Illegal Alien, and Non-Smoker Protection. TLEA and Illegal Alien inspections ensure employees have legal authorization to work in Tennessee. Child Labor inspections focus on work hours, working conditions, minor injuries, prohibited occupations, break violations, and instances where minors are exempt from the law. Wage inspections may be conducted to assist claimants in the recovery of unpaid wages, unauthorized payroll deductions, or break violations. Non-Smoker Protection inspections determine whether there is evidence of smoking in prohibited areas and if the employer has posted the proper signage. Inspections may be random or complaint-driven. Prevailing Wage establishes the minimum wage rates on certain job classifications for state and federally funded highway and bridge construction projects.

The WRC Division is dedicated to ensuring that workplaces in Tennessee are safe for employees and the general public.

Division of Employment Security. The division administers the Unemployment Insurance program for Tennessee. Within the division are five units that support this program.

The *Unemployment Insurance (UI) Claims Operations Unit* processes unemployment claims filed in Tennessee, serving all 95 counties. Claims are accepted online through a claimant portal on Jobs4TN.gov. The unit also handles specialty claims, such as strikes and labor disputes, combined wage, and disaster unemployment assistance.

The *Appeals Tribunal* and *Office of Administrative Review* oversee the appeals process, which is provided by law (Tenn. Code Ann. § 50-7-304), for both claimant and employer parties who disagree with agency decisions on unemployment compensation claims. The Appeals Tribunal is the first level of the appeals process. If a claimant is not satisfied with the outcome of their first appeal, they may request

the second level of appeals from the Office of Administrative Review. If not satisfied with the second level of appeals, claimants may proceed to Chancery Court, the third and final level.

The *UI Integrity Unit* is responsible for monitoring, analyzing, and reporting unemployment insurance workload activity to the United States Department of Labor (USDOL). Workload activity refers to the amount of claims processed in a given time-frame as determined and required by USDOL. It conducts several federally mandated monitoring functions, while maintaining a quality control system that examines claim samples for accurate application of law, rules, and procedures.

UI Employer Accounts establishes the liability of employers, calculates tax (premium) rates, receives and processes all wage and premium reports and payments, and maintains individual employer accounting. The unit also collects unemployment insurance premiums, secures delinquent reports, and audits employers' records, along with enforcing employer compliance with unemployment insurance laws and regulations.

The *UI Recovery Unit* was formed in January 2015 to facilitate the collection of claimant overpayments and delinquent employer taxes. UI Recovery is organized into two sub-units: benefits and tax. The benefits group manages claimants with overpayments, and also collects payments and sets up installments, when needed. If noncompliant and eligible, a claimant may be enrolled in the IRS Intercepts program. Claimants may also experience wage or bank garnishments, as well as liens if payments are not received. Overseeing delinquent employer taxes, the tax group also accepts payments and sets up installments where applicable. Noncompliant employers may experience bank levies, charter revocations, and liens. Eligible employers may also be sent to IRS Intercepts. Together, the unit monitors bankruptcy notifications of both claimants and employers.

Tennessee Occupational Safety and Health Administration (TOSHA). The division is charged with improving occupational safety and health in workplaces throughout the state, resulting in reduced injuries, illnesses, and fatalities. TOSHA's central office is located in Nashville and program services are delivered statewide through field offices in Chattanooga, Jackson, Gray, Knoxville, Memphis, and Nashville.

Under the Tennessee Occupational Safety and Health Act of 1972, TOSHA is mandated to perform compliance inspections, adopt occupational standards, and investigate workplace fatalities, employee complaints, and discrimination allegations of employees participating in protected safety and health occupations. The division receives matching grants from the U.S. Department of Labor, which fund a variety of compliance operations. TOSHA assists with workplace improvements by training employees and employers and by providing consultation services to employers.

In addition to mandated activities, TOSHA's outreach programs honor the state's safest workplaces and provide continuing education. The division co-sponsors the Tennessee Safety and Health Conference, attended by approximately 1,500 industry professionals and exhibitors each year. TOSHA's award programs include the Volunteer STAR, which recognizes and promotes effective safety and health management, and the "Governor's Award" and "Commissioner's Award", which honor companies who have a predetermined number of hours without accidents resulting in lost time or restricted duty. The division also publishes a quarterly newsletter, *Together With TOSHA*, which helps inform employers and employees in Tennessee about current workplace safety and health standards and best practices, as well as training and education opportunities.

Workforce Insights, Research and Reporting Engine Division. WIR²ED was created November 1, 2017, for the purpose of bringing together labor market statistical data and real time claimant and job seeker data and utilizing that data to support data-driven decision making within the department's divisions as well as for employers and employees in the workforce. The division is composed of three major sections: Labor Market Information, Customer Success, and Data Analytics and Technical Support. The Labor Market Information staff work in cooperation with the Bureau of Labor Statistics to conduct the surveys and censuses that produce economic indicators. The Customer Success team provides the front line end-user support for all divisions utilizing current technologies to track and prioritize all requests for assistance. The Data Analytics and Technical Support team combine statistical, historical, and real-time data (Jobs4TN.gov) to provide dashboards to support data-driven decision making using current technologies and tools.

Labor Market Information is produced for six federal programs. The local area unemployment statistics program produces monthly and annual employment, unemployment, and labor force data. The current employment statistics program conducts a monthly survey of 149,000 businesses and government agencies and produces detailed industry employment, hour, and wage data. The quarterly census of employment and wages program provides a count of employment and wages by industry, identification of multiple worksite locations, and annual refiling survey to ensure accurate industry classification of employers. The occupation employment statistics produces employment and wage estimates annually for over 800 occupations by conducting two survey panels each year. The occupational safety and health statistics program conducts the census of fatal occupational injuries and the survey of occupational injuries and illnesses to provide statistics related to workplace safety. The workforce information grant program produces an annual economic report analyzing the state's current labor market, contributes to the national workforce information database and disseminates data and publications.

All labor market data is stored in the workforce information database on Jobs4TN.gov where it is combined with employer and individual/jobseeker data to provide access to information related to supply and demand by industry, occupation, location, education, salary, skills, training, and certifications.

Bureau of Workers' Compensation. The Bureau administers multiple programs to help Tennesseans resolve workplace-injury disputes and to assist those whose employers fail to provide required workers' compensation coverage. The Bureau educates the public on workers' compensation requirements and ensures employers provide timely benefits in appropriate cases. Tennessee law charges the Bureau with the responsibility for adjudication, recordkeeping, administration, education, and enforcement. The Bureau executes these responsibilities through a variety of programs, funds, and units.

The 2013 Workers' Compensation Reform Act created both the *Court of Workers' Compensation Claims* and the *Workers' Compensation Appeals Board*. The Court provides a fair, efficient, and professional system to employees and employers for adjudication of disputes. The Appeals Board reviews the Court's orders, providing fair, accurate, and meaningful examinations for all Tennessee employers and employees. Both courts hear cases with dates of injury on or after July 1, 2014, and apply the Tennessee Rules of Evidence and Civil Procedure.

Mediation and Ombudsman Services of Tennessee improves communications between the parties in disputed workers' compensation claims. The mediation

program helps resolve disputes through experienced, professional mediators. The Ombudsmen provide assistance to self-represented employees and employers who need information or have questions about processes, procedures, services, rules, and statutes.

The *Medical Impairment Rating (MIR) Registry* provides a mechanism to settle disputes about permanent impairment ratings if requested by the parties. It utilizes independent physicians with specialized training in determining impairment ratings. A MIR physician's rating is presumed accurate but may be rebutted by clear and convincing evidence.

The *Claims and Insurance Coverage Program* monitors information received on individual workers' compensation injuries and receives claims forms and proof-of-coverage documents from employers subject to the Tennessee Workers' Compensation Act.

The *Tennessee Drug-Free Workplace Program* encourages safe worksites by promoting workplaces free of drugs and alcohol. In addition to reducing the likelihood of substance-related workplace accidents, participating employers may receive a five-percent reduction on insurance premiums along with other benefits.

The *Subsequent Injury and Vocational Recovery Fund*, formerly the *Second Injury Fund*, encourages the hiring of permanently disabled workers. The Fund contributes to claims with compensable injuries that totally disable the claimant from meaningful work. The Fund also provides limited educational assistance to qualified injured workers who are not able to return to their former jobs via its NextStep Program.

The *Medical Case Management Program* monitors registration, credentialing, and activities of nurse case managers.

The *Utilization Review Program* provides an appeal process for injured workers whose requests for specific medical treatments are denied by the insurance carrier or third-party administrator (TPA).

The *Medical Fee Schedule* is based on the Medicare model and is designed to be fair, accessible, and efficient. While the fee schedule creates a price cap, it does not prohibit medical providers from agreeing to provide services at lower fees. In special circumstances, the Bureau allows payments exceeding the cap.

The *Uninsured Employers Fund* investigates and penalizes employers who are statutorily required to provide yet fail to carry workers' compensation insurance and do not qualify as self-insured employers.

The *Employee Misclassification Education and Enforcement Fund* investigates and penalizes employers who deduct workers' compensation premiums from their employees' paychecks, under-report the number of workers they employ or the type of work performed, or misclassify employees as independent contractors to avoid insurance premiums.

The *Administrative Legal Services* unit handles rulemaking, workers' compensation legislation, and penalties not covered by the Uninsured Employers and Employee Misclassification Education Funds. The director of this unit acts as the Bureau's legislative liaison to the administration and the General Assembly.

Lastly, the Bureau delivers a strong education program, including an annual conference that draws more than 600 attendees each year as well as a conference for medical providers that addresses best practices for the treatment of injured workers. The program also includes presentations to stakeholder groups, annually reaching more than 2,000 people. The Bureau's *Adjuster Certification Program* is an additional aspect of this education component. The program educates adjusters

handling Tennessee workers' compensation claims on state-specific requirements to assure fair treatment of injured employees and the appropriate, uniform, and prompt handling of claims.

Related Boards and Commissions

- Board of Boiler Rules
- Elevator and Amusement Safety Board
- Unemployment Compensation Advisory Council
- Medical Advisory Committee
- Medical Payment Committee
- Occupational Safety and Health Review Commission
- Prevailing Wage Commission
- Workers' Compensation Advisory Council
- Workforce Development Board

Commissioner Jeff McCord

Department of Labor and Workforce Development

Governor Bill Lee appointed Dr. Jeff McCord Commissioner for the Tennessee Department of Labor and Workforce Development in January 2019.

Before joining the Department, Commissioner McCord spent seven years at Northeast State Community College in Kingsport where he was Vice President of Economic and Workforce Development.

At Northeast State, McCord led Workforce Solutions, the state's workforce development partner for that area. The organization is responsible for developing registered apprenticeship programs in Northeast Tennessee and it operates the Regional Center for Advanced Manufacturing, a technical training facility. McCord also provided organizational leadership team for adult education programming in the First Development District and served as the lead administrator for the nationally recognized Kingsport Academic Village.

Prior to his work at Northeast State, McCord spent over twenty years in business and industry holding a variety of leadership positions with specific experience related to corporate learning and development, organizational effectiveness, process improvement, and information technology.

Commissioner McCord is an author and Twilight Times Books published his debut novel, *Awkward Grace*, in 2008. He has also written more than 500 columns for two Tennessee newspapers.

McCord received his Bachelor of Science degree from Georgia Tech. He went on to earn a Master of Business Administration from Kennesaw State University in Georgia and his Doctorate of Education from the University of Tennessee at Chattanooga.





Department of Mental Health and Substance Abuse Services

The Department of Mental Health and Substance Abuse Services (TDMHSAS) is the state's mental health and substance abuse authority. Its mission is to create collaborative pathways to resiliency, recovery, and independence for Tennesseans living with mental illness and substance use disorders. Its vision is a state of resiliency, recovery, and independence in which Tennesseans living with mental illness and substance use disorders thrive. The department also works to improve Tennesseans' understanding and access to early intervention and high-quality, effective mental health and substance abuse services. The department is responsible for system planning; setting policy and quality standards; system monitoring and evaluation; disseminating public information; and advocating for people of all ages who have mental health issues, serious emotional disturbances, and/or substance abuse disorders. TDMHSAS annually assesses the public's needs for mental health and substance abuse services and supports. Title 33 of the Tenn. Code Ann. requires that functions of TDMHSAS be carried out in consultation and collaboration with current or former service recipients; their families, guardians, or conservators; advocates; provider agencies; and other affected people and organizations.

History

Upon the recommendation of then-Governor Frank Clement, the General Assembly created the Tennessee Department of Mental Health on March 13, 1953, to provide services to people with mental illness and mental deficits. In 1973, under the Comprehensive Alcohol and Drug Treatment Act, the General Assembly gave the department responsibility for developing programs for treating and preventing alcohol and drug abuse. Beginning in 1978, the department was charged with licensing facilities that provide services to people with intellectual disabilities, mental illness, and alcohol and drug abuse. The department's name was changed to the Tennessee Department of Mental Health and Developmental Disabilities in 2000 as a result of a comprehensive revision of the mental health and developmental disability law. The responsibility for man-

About the Agency

Commissioner:

Marie Williams, LCSW

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Jackson Building

Nashville, TN 37243

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TN.gov/behavioral-health



Andrew Jackson Building

Statistics

- Year Established: 1953
- Employees: 1,857
- Works to provide effective prevention, treatment, and recovery services for Tennesseans affected by or at risk of mental, behavioral, and/or substance use disorders
- Operates four Regional Mental Health Institutes

agement and operation of the Division of Mental Retardation Services was transferred to the Department of Finance and Administration by executive order in 2002. On January 15, 2011, the department's name was changed to the Tennessee Department of Mental Health, as the responsibility for developmental disabilities was transferred to the newly created Department of Intellectual and Developmental Disabilities. Then, on July 1, 2012, the department's name was changed to the Tennessee Department of Mental Health and Substance Abuse Services.

Mental Health Services

The Division of Mental Health Services is responsible for planning and promoting a comprehensive array of services and supports for individuals of all ages, living with mental illness, co-occurring disorders, and/or serious emotional disturbances. This is accomplished through the creation, expansion, and oversight of community-based programs and community support services. Initiatives include: affordable housing programs, homelessness prevention services, 24-hour crisis services, supported employment, peer wellness and recovery services, suicide prevention services, older adult services, disaster emergency services, and a comprehensive System of Care-based child, youth, and family supports services.

Substance Abuse Services

The Division of Substance Abuse Services works to improve the quality of life of Tennessee citizens by providing an integrated network of comprehensive substance use disorder services, fostering self-sufficiency, and protecting those who are at risk of substance abuse, dependence, and addiction. A strength of the Division is its integrated behavioral health substance abuse system: providers, state departments, state agencies, courts, community organizations, and faith-based organizations that are collaborating to provide an effective and efficient delivery of services to Tennesseans. The Division's responsibilities include planning, developing, administering, and evaluating a statewide system of substance use, abuse, and addiction services for the general public, those at risk for substance abuse, and those abusing substances.

Regional Mental Health Institutes

The department operates four Regional Mental Health Institutes (RMHIs) that provide caring and effective mental health services for Tennesseans with serious mental health concerns who cannot or will not be served by the private sector due to the acuity of their clinical needs, the behavioral challenges they present, or insufficient resources. Additionally, the department actively works with RMHI leadership in continuing efforts to improve outcomes for patient care, while containing costs to further reduce the amount of state general funds required for operations. The RMHIs also serve individuals ordered by the criminal courts for evaluation and treatment. All of the RMHIs have been fully accredited by the Joint Commission since 1978. In addition, they are all certified by the Centers for Medicare & Medicaid Services for participation in the Medicare and Medicaid (TennCare) programs. They are:

- Memphis Mental Health Institute—Memphis
- Middle Tennessee Mental Health Institute—Nashville

- Moccasin Bend Mental Health Institute—Chattanooga
- Western Mental Health Institute—Bolivar

Related Boards and Councils

TDMHSAS Planning and Policy Councils. The Statewide Mental Health and Substance Abuse Services Planning and Policy Council is established under Title 33 of the Tenn. Code Ann., which requires a structured planning process of council participation. These councils include consumers, family members of consumers, providers, and advocates. The department also has seven Regional Planning and Policy Councils that contribute to the responsibilities of the statewide council. Council participants advise TDMHSAS on the development of the three-year plan, including prevention, early intervention, treatment services, and supports for individuals and their families. The councils also assist TDMHSAS in the annual assessment of need for mental health and substance abuse services. Furthermore, the councils advise the department on policy, formation of budget requests, and development and evaluation of services. The statewide council has a minimum of seventeen members, not including ex officio members, appointed by the commissioner for three-year terms. The Speaker of the Senate and the Speaker of the House of Representatives each appoint one legislator as a member of the statewide council. The Governor is an ex officio member and appoints the chairman. He also appoints representatives of state agencies as ex officio members.

Council on Children’s Mental Health. Legislation passed in 2008 established a Council on Children’s Mental Health. It requires the council to develop a plan for a statewide system of care where children’s mental health services are child-centered, family-driven, and culturally and linguistically competent. It also provides a coordinated system of care for children’s mental health needs in the state. The council is co-chaired by the commissioner and the executive director of the Tennessee Commission on Children and Youth.

Facility Boards of Trustees. Each of the RMHs has a board to advise the chief executive officers and inform the public about the needs and activities of each facility. Members are appointed by the commissioner for three-year terms.

Commissioner Marie Williams, LCSW

Tennessee Department of Mental Health and Substance Abuse Services

Marie Williams, LCSW, was reappointed Commissioner of the Tennessee Department of Mental Health and Substance Abuse Services (TDMHSAS) by Governor Bill Lee on January 19, 2019. Ms. Williams was initially appointed to the position by Gov. Bill Haslam, effective October 22, 2016. As Commissioner, Ms. Williams oversees and leads the department in its role as the state’s public mental health and substance abuse authority with an annual budget of more than \$418 million.

In her time as Commissioner, Ms. Williams has served as a leader in addressing several essential issues facing Tennessee including the opioid crisis, emergency psychiatric services, and criminal justice reform. Under the direction of Gov. Bill Haslam, Ms. Williams co-chaired a workgroup of commissioners, state

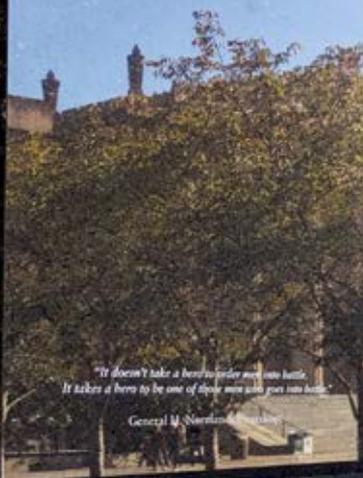


and local lawmakers, and law enforcement officers to develop a comprehensive plan to address opioid addiction and reduce overdose deaths in Tennessee. This plan became known as TN Together and was the signature policy initiative of Gov. Haslam's final year in office. The \$30 million plan addressed the crisis by making significant investments in substance abuse treatment, addiction prevention, and law enforcement. In the area of emergency psychiatric services, Commissioner Williams established an unprecedented public-private partnership in collaboration with the Tennessee Hospital Association which resulted in the creation and implementation of psychiatric treatment protocols for use in Emergency Departments across the state. Ms. Williams's efforts in criminal justice reform include advocating, increasing funding, and expanding the network of recovery courts to encompass 78 recovery courts in Tennessee. Additionally, Ms. Williams is responsible for leadership and oversight of the department's new juvenile justice program which seeks to create alternatives to out-of-home placements in areas of the state where options are limited.

Commissioner Williams previously served TDMHSAS as Deputy Commissioner, Assistant Commissioner of Mental Health Services, and Director of Housing Planning and Development. Her achievements in these roles include the reinvestment of \$20.5 million into community services in East Tennessee after the closure of Lakeshore Mental Health Institute, the creation and implementation of the Behavioral Health Safety Net which provides essential mental health services to more than 32,000 Tennesseans annually, and the creation of the Creating Homes Initiative which has leveraged more than \$600 million and created more than 20,000 housing opportunities for Tennesseans affected by mental illness.

Commissioner Williams is the recipient of numerous professional and community awards from national and state groups including the Excellence in Advocacy Individual Achievement Award from the National Council for Behavioral Health, the George Goodman and Ruth P. Brudney National Social Work Award from Mental Health America, the Senator Douglas Henry Award for Service to Children and Families at Risk from the University of Tennessee College of Social Work, the Voice of Recovery Award from the Tennessee Association of Alcohol, Drug, and other Addiction Services, and the Tipper Gore Legacy Award from Tennessee Voices for Children. She is the proud mother of Nicole Williams.





*"It doesn't take a hero to order men into battle.
It takes a hero to be one of those men who goes into battle."*

General M. S. S. S.



*"The will and courage of all are the most important
and are of our best hope and future of peace."*

General M. S. S.



*"The will and courage of all are the most important
and are of our best hope and future of peace."*

General M. S. S.

OPERATIONS DESERT SHIELD AND DESERT STORM



WHO...
WE...
WE HONOR...

Department of Military

The volunteer spirit and tradition has long been a bedrock principle of the Tennessee Military Department. From when Capt. Evan Shelby held the first known muster of Tennessee Militiamen for combat on August 17, 1774, for Lord Dunmore's War, through 1846 when President James K. Polk, a Tennessean, asked Tennessee for 2,400 men to fight in Mexico and nearly 30,000 stepped forward, the nickname "The Volunteer State" has been the foundation of the Tennessee Military Department. That spirit continues today as Tennessee is currently the nation's 7th largest National Guard amongst the other 54 states and territories and 4th in the nation with the most soldiers and airmen deployed throughout the world since the attacks of 9/11.

Since 1970, the Military Department has been comprised of three major divisions: the Tennessee Army National Guard, the Tennessee Air National Guard, and the Tennessee Emergency Management Agency. Each division is an integral component of state and national defense as well as statewide emergency response. The purpose of the Military Department is to provide trained, ready forces to respond to any state or federal mission. Our vision is to provide a relevant, professional organization of employees and personnel committed to readiness, responsiveness, and quality service. There are currently more than 12,600 Tennessee men and women comprising the Tennessee Army and Air National Guard. They serve as full partners with active duty service members worldwide to make up the "Total Force" of American defense. Nationwide, the Army National Guard contributes more than half of the Army's total combat strength for about nine percent of the total budget. The Air National Guard performs about thirty-five percent of the total Air Force missions for about six percent of the entire annual Air Force budget. Since 2001, more than 30,000 Tennessee Army and Air National Guardsmen have deployed to support the War on Terror. In 2005, the 278th Armored Cavalry Regiment deployed for Operation Iraqi Freedom which was the largest deployment of Tennessee Guard soldiers since World War II. Soldiers and airmen have deployed to Iraq, Afghanistan, Kuwait, Poland, Ukraine, Kosovo, and many other countries throughout the world.

But the Tennessee Military Department is much more than just the Tennessee Army and Air National Guard. The third major division of the Military Department is the Tennessee Emergency Management Agency. They

About the Agency

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Major General Jeffrey H. Holmes
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Houston Barracks

Statistics

- State Employees: Approximately 445
- 3 Divisions: Tennessee Army National Guard, Tennessee Air National Guard, and Tennessee Emergency Management Agency
- Currently the nation's 7th largest state National Guard organization
- Currently more than 12,600 Tennessee men and women in the Tennessee Army and Air National Guard

are responsible for managing the state's response to emergencies and disasters that affect the citizens of Tennessee and its local governments. All state and federal disaster response mechanisms in Tennessee are coordinated by TEMA. It was created to provide a standing management cadre to instantly bring order to the confusion created by such events. Three smaller organizations also make up the Military Department. The Bureau of War Records maintains records of Tennesseans who have served in the military forces of Tennessee and in any branch of the armed forces. More than six million records are stored there. In 1985, the Tennessee Defense Force was organized as a volunteer state military force under the command of the Governor. It is currently called the Tennessee State Guard, and it also falls under the Military Department. The Tennessee Volunteer Challenge Academy (TNVCA), which is the third and newest organization in the Tennessee Military Department, accepted its first class of students in July 2017. The TNVCA provides a safe and productive quasi-military environment for "at-risk" youth ages 16–18 years to earn their General Equivalency Diploma or credits they can apply to high school.

The Military Department of Tennessee currently has 445 state positions and 2,938 full-time federal employees. The Military Department oversees a total state budget of more than \$91 million and a Federal budget of nearly \$605 million. The Adjutant General, a constitutional officer of the state appointed by the Governor, is responsible for the leadership and command of the Tennessee Army and Air National Guard, the Tennessee Emergency Management Agency, as well as the Tennessee State Guard and the Bureau of War Records.

Major General Jeffrey H. Holmes, Adjutant General
Major General Tommy H. Baker, Deputy Adjutant General
Brigadier General Kurtis J. Winstead, Assistant Adjutant General, Army
Brigadier General Jimmie L. Cole Jr., Land Component Commander
Brigadier General Thomas S. Cauthen, Director of Staff, Air
Colonel Jason W. Glass, Assistant Adjutant General, Air
Brigadier General (State) Craig Johnson, Commander of Tennessee State Guard
Patrick Sheehan, Director, Tennessee Emergency Management Agency
Colonel (Retired) Thomas W. Von Weisenstein, Director of Tennessee
Volunteer Challenge Academy

Early History

Tennessee's military heritage begins long before it became a state. The first known muster of Tennessee Militiamen took place on August 17, 1774. Capt. Evan Shelby and 49 other militiamen, including his son, Isaac, and many prominent citizens of the self-governing Watauga settlement (Tennessee's present-day Sullivan and Carter counties), formed a volunteer company to fight alongside Virginia militia. Attacks from Shawnee Indians along the Virginia frontier were increasing and colonial settlers had begun fighting back. Lord Dunmore, Royal Governor of Virginia, ordered four regiments of militia and volunteers to be organized to "pacify the hostile Indian war bands." Capt. Shelby immediately organized the Watauga settlement's first volunteer company, and on August 17, they marched from their homes to join the assembling Virginia regiments. This marked the first time "Tennesseans" deployed for war as a militia, and by October 10, Capt. Shelby and his men, called the Fincastle Company,

were integrated into Lord Dunmore's Army and were soon fighting at the Battle of Point Pleasant.

Victorious, the militiamen marched home from a war that created the region's first local heroes and exhibited Tennessee's volunteer and fighting spirit. It was the first step to cementing Tennessee's, now legendary, volunteer tradition. For the next few years, the militia was called for the occasional skirmish as settlements grew and America's War for Independence began. In 1776, the region was annexed by North Carolina, thus the Tennesseans technically became members of the North Carolina militia. By 1780, Tennesseans saw their first major action against the British. In February, North Carolina called for 200 men from the territory to augment a 2,000-man campaign into South Carolina. Newly created Washington and Sullivan counties were to provide 100 men each. Instead of 200 men, 400 answered the call for troops and rendezvoused in North Carolina. Col. John Sevier and now Col. Isaac Shelby commanded the militiamen in numerous actions, often engaging soldiers commanded by Maj. Patrick Ferguson of the British Army.

In September, 480 Tennesseans commanded by Shelby and Sevier assembled with other colonial militiamen at Sycamore Shoals, near Elizabethton. Many more Tennesseans volunteered, but were ordered to remain home to guard against Indian attacks. The next day the forces crossed the mountains to counter Ferguson's threat that he would "march his army over the mountains, hang their leaders, and lay their country waste with fire and sword." These "Overmountain Men" marched south and attacked Ferguson's Corps, which was protecting the left flank of Lord Cornwallis's army. The British force was defeated, and Ferguson himself was shot and killed by men commanded by Sevier. Known as the Battle of King's Mountain, it was the turning point against Britain's southern campaign during the revolution and the most celebrated Revolutionary War battle Tennesseans participated in, creating a distinct regional identity for Tennesseans.

On June 1, 1796, Tennessee became the 16th state admitted into the Union, and the Tennessee militia "officially" was born under the governorship of John Sevier. As settlers continued pushing west and south through the state, hostilities resumed primarily with the Creek Indians. Andrew Jackson, who was elected Major General of the Tennessee Militia in 1802 and later the 7th President of the United States, kept the militia ready and often engaged against hostile Indians along the borders.

When the federal government declared war with Great Britain in 1812, the southeast was of strategic importance. In the fall, Tennessee was asked to send 1,500 soldiers to New Orleans to help defend the area; Andrew Jackson assembled over 2,000 volunteers and marched to Natchez, Mississippi in January 1813. After a few weeks, Jackson received word that his Tennesseans were not needed, and his forces were dismissed in Natchez. His army lacked food, supplies, and medicine. Over 150 soldiers were sick, but Jackson was determined to get his troops home. He acquired some provisions at his own expense and sent his mounted soldiers toward Nashville while he walked with his foot soldiers, giving his own horse to the sick. He earned his soldiers' respect by being tough and resilient and taking care of his men as he trudged the 450 miles home. His soldiers would grant him the nickname, "Old Hickory."

But they would not be home for long. On August 30, Creek warriors known as "Red Sticks" attacked and massacred over 400 settlers, many women and children, at Fort Mims near Mobile, Alabama. Tennessee was outraged. The Tennessee General Assembly immediately authorized the Governor to raise 3,500 militiamen to avenge

the attack. Jackson wrote to the militia, "Brave Tennesseans! We must hasten to the frontier, or we will find it drenched in the blood of our fellow-citizens!" Within days, militiamen enthusiastically responded from across the state and mustered for war. Within a few weeks, 5,000 Tennesseans would be attacking into Creek Territory, including famous Tennesseans like Pvt. David Crockett and Lt. Sam Houston.

The fighting was severe. The Creeks were defeated at numerous battles, like Talladega, Tallushatchee, and Emuckfaw, but the most significant would be the battle of Horseshoe Bend. Jackson and his army would attack and kill roughly 900 Creek Indians while suffering the loss of only 47 soldiers. The battle would break the back of the Creek resistance and force their surrender a few weeks later, ending the Creek War. It would be the first major American victory as a part of the War of 1812 against Britain, propelling Jackson to national prominence and a promotion to Major General in the U.S. Army, giving him command of the entire Seventh Military District.

Next, Jackson and his army secured Mobile and drove the British out of Pensacola, Florida. Then the army hurriedly marched to New Orleans and rendezvoused with other soldiers and volunteers from across the South to defend the city. On January 8, 1815, Jackson's troops defeated a veteran British army at the Battle of New Orleans. The Tennesseans returned home as heroes from the War of 1812. The sheer numbers of volunteers and their victories against the Creek and British forces set a "volunteer" precedent that would start to earn the state its nickname.

For the next 20 years, Tennessee maintained its volunteer tradition by fighting in every major conflict, including the First and Second Seminole Wars. Veterans like David Crockett and Sam Houston enhanced their careers through the military. Crockett was elected lieutenant colonel of the 57th Militia Regiment in 1818, which aided in his election to Congress. Sam Houston became the Adjutant General for Tennessee that same year and then became the Governor of Tennessee as well as Texas. During the 1830s, Tennesseans strongly supported and assisted in Texas independence. Crockett and his band of Tennessee Mounted Volunteers died defending the Alamo in 1836. Houston was appointed as Commander-in-Chief of the Texan Army in March 1836 when Texan Independence was declared.

In 1846, war with Mexico broke out. President James K. Polk, a Tennessean, put out a nationwide call for volunteers. In May, Tennessee Governor Aaron Brown issued a call for raising two infantry regiments and one cavalry regiment from Tennessee, a total of 2,400 men. Instead, 30,000 Tennesseans offered their services, some towns forming entire companies on the spot. Some volunteers even tried to purchase slots in militia companies already formed to ensure that they would be able to join in the fight. A lottery system had to be established to determine which volunteers would serve in the newly formed 1st and 2nd Tennessee Infantry Regiments and a regiment of cavalry, in order to fill the Governor's request. This fervent response forever cemented Tennessee's reputation as the Volunteer State. The regiments mobilized and the 1st and 2nd Tennessee fought valiantly under Zachary Taylor at Monterey, Mexico. In January of 1847, all three Tennessee Regiments were formed into a brigade commanded by Maj. Gen. Gideon Pillow and put under the command of Gen. Winfield Scott. They saw combat in Vera Cruz, Cerro Gordo, and other battles in the Mexico City campaign. During an assault on Fort Teneria, the 1st Tennessee earned the nickname, "Bloody First." From this point on, The Volunteer State nickname was fully embraced and supported by the actions of the Tennessee Militia.

Modern History

In 1887, Tennessee's 45th General Assembly established the Tennessee National Guard as it is known today. The State created Tennessee's 1st Brigade, composed of three infantry regiments: one from East, Middle, and West Tennessee, the three grand divisions of the state. The State organized the 1st Regiment of Artillery as well as maintained 12 African-American companies. The newly organized National Guard was called out in 1891 for the Coal Creek Wars. During the Spanish-American War in 1898, Tennessee again displayed its courage and commitment. It was among the first states to offer her full quota of soldiers. All equipped Guard units were mobilized and four regiments were created, but only the 1st and 4th Regiments deployed overseas. Over 4,300 soldiers volunteered to fight including 17 Tennesseans that joined Teddy Roosevelt's Rough Riders.

The 4th Tennessee deployed to Cuba and occupied the country for five months after the war ended. Soldiers of the 1st Tennessee deployed to the Philippines as reinforcements. They also fought in Manila where they helped capture Iloilo, the Philippines' second largest city, and also suppressed an outbreak of fighting on Cebu Island. Soon the War Department formed regular Army regiments to replace the state units where more than 300 Tennesseans from the 1st Tennessee reenlisted with the new 37th U.S. Volunteer Infantry Regiment. The regiment fought in the Philippines until 1901. The 1st Tennessee was one of the most honored Spanish-American War volunteer regiments and was the last to leave federal service.

In 1908, three militia companies from Nashville and two from Memphis were activated by Governor Malcolm Patterson to restore order and capture fugitives known as the Night Riders of Reelfoot Lake. The militiamen searched and captured suspects as well as guarded confined prisoners awaiting trial for murder and other crimes. In 1916, Tennessee was called on again. Nearly every Tennessee Guard unit deployed for service along the Mexican border. Almost 3,000 Tennesseans were mobilized. Separate Company G, from Nashville, would guard Memphis's Frisco and Harahan Bridges over the Mississippi River, fearing for saboteurs.

Tennessee's volunteer tradition was on full display as America formally entered into World War I on April 6, 1917. Six days later, elements of the Tennessee Guard were put on Active Duty. The last of Tennessee's Guard forces had returned home from the Mexican border only two weeks earlier. On August 5, President Woodrow Wilson drafted all National Guard units into the federal Army. Almost all Tennessee units became part of the newly created 30th Infantry Division. Tennessee units organized into the 117th Infantry, 115th Artillery, 114th Artillery, the 114th Machine Gun Battalion, and others. The soldiers nicknamed the 30th "Old Hickory" in honor of Andrew Jackson (the 30th also included soldiers from North and South Carolina). During the war, the 30th earned fame as the first unit to break the prominent Hindenburg Line, one of the strongest defense systems in the theatre of war. Guard soldiers in the 30th received 12 Medals of Honor (five were Tennessee Guardsmen), more than any other division. Tennessee Guardsmen fought valiantly in the Meuse-Argonne, Woëvre Sectors, St. Mihiel, and every major battle of the war. The 30th suffered over 8,400 casualties.

Following World War I, Tennessee units came home and reverted to their original designations. In 1923, federal recognition made the 117th Infantry and 115th Artillery permanent unit designations with the state. Tennessee's first aircraft squadron, the

105th Air Observation Squadron, was also organized. The 109th Cavalry continued training on horses, even though horse cavalry was considered obsolete by this time.

The 30th Infantry Division was mobilized again in September 1940, prior to the U.S. entry into World War II. Most Tennessee troops were in the 117th Infantry Regiment and the 115th Field Artillery.

During the war, the 30th served in Europe with distinction. Although the division was not involved in the actual invasion of Normandy, it came ashore 6 days after D-Day and quickly got into the fight. The unit fought heroically in France at St. Lo and at the battle of Mortain. At Saint Barthelmy, the 117th Infantry defended against Adolf Hitler's 1st SS Panzer Division, preventing the Germans from driving to the Sea at Avranches and splitting the 1st and 3rd Allied Armies. The regiment received two Presidential Unit Citations. Three top German generals later said this was one of two critical engagements that led to the defeat of Germany in the West. The German High Command regarded the 30th as "Roosevelt's Shock Troops." The 30th broke through the Siegfried Line with the 117th Infantry to become the first unit in the entire XIX Corps to capture its objectives. It earned three more citations over a two-week period for the attack and the capture of Aachen. Tennessee's regiment also made a stand at Stavelot, Belgium, during the Battle of the Bulge, once again defeating Hitler's 1st SS Panzer Division. The 117th Infantry Regiment received five Presidential Unit Citations by war's end, making it one of the most decorated Army infantry regiments in the United States.

Tennessee was also called upon again for the Korean War. Tennessee mobilized 11 units, with four seeing combat in Korea. The largest activation was the 278th Regimental Combat Team which remained stateside guarding installations in New York and Massachusetts, with some soldiers serving in Iceland. But, many of the Tennessee Guardsmen volunteered for service in Korea, deploying with active duty units. The 196th Field Artillery Battalion served in theater, receiving a Presidential Unit Citation for helping to repulse the massive Chinese invasion in 1951.

In 1954, Tennessee organized the 30th Armored "Volunteers" Division. It would be the primary unit in the state until 1973. During its lifetime, the "Volunteers" served often in state service. Guardsmen were called upon for the first time in history to enforce school integration. It occurred in Clinton, Tennessee, in September 1956. The Ku Klux Klan rallied in Clinton to maintain the segregation of a local school, but Governor Frank Clement enforced the new integration laws. In 1968, many units from the 30th Armored Division deployed to quell riots in Memphis and Nashville after the assassination of Dr. Martin Luther King, Jr.

No units from Tennessee were mobilized for Vietnam, but hundreds of Guardsmen volunteered to serve with the active Army. One soldier, Maj. Homer Pease from Johnson City, personified Tennessee's volunteer spirit during the Vietnam War. A Guardsman with two Bronze Stars and two Purple Hearts from World War II, he volunteered to go to Vietnam where he earned the Silver Star and a third Purple Heart. In 1966, this gallant guardsman was killed in combat along the Mekong Delta.

During the 1970s, guardsmen responded to numerous state missions. In one instance, military policemen responded to an inmate revolt over living conditions at the Tennessee State Penitentiary in 1975, often called the "Pork Chop" riot, helping bring order to the prison. In 1984, the same units were mobilized to hunt down and capture four fugitives who escaped from the Fort Pillow State Prison and Farm.

In 1991, more than 3,600 Tennessee Guardsmen responded to Operations Desert Shield and Desert Storm. Most were support units like military police, maintenance, or

engineer companies. When the Tennesseans arrived in Saudi Arabia, Maj. Bill Preston overheard one Tennessee soldier declare, "Tell them the Volunteers are here!" The Tennessee Air Guard deployed six units and the Army deployed 17 during the conflict. The 196th Field Artillery Brigade (including the 1st Battalion, 181st Field Artillery) was one of only two Army Guard combat units to see actual combat.

A few days prior to the commencement of the ground war, Tennessee's 212th Engineer Company, attached to the 101st Airborne Division, broke through the border berm into enemy territory, building a six-lane road. The unit traversed six miles before the ground war began, becoming the first unit of the division into Iraq and one of the first U.S. units to breach the Iraqi defensive zones. These units came home, having again embodied the volunteer spirit.

Dual Mission

The National Guard is distinct within the armed forces because it has both a federal and a state mission. The federal mission of the Tennessee National Guard is to provide the President and the Secretary of Defense with units capable of performing their wartime missions. The state mission is to provide the Governor with units capable of performing missions in accordance with the Tennessee Emergency Response Plan. The Tennessee Constitution authorizes the Governor to assume the role of "commander-in-chief" of the state. The Guard may be called upon to maintain order in emergency situations, to rescue civilians whose lives are in danger, and to assist during natural disasters at the discretion of the Governor.

Responding Within Tennessee

At home, Tennessee lives up to the National Guard motto, "Always Ready, Always There." More than 12,600 Army and Air National Guardsmen are ready and trained to answer the Governor's call to aid the citizens of Tennessee during any crisis or disaster. The Tennessee Guard has been called at a historic rate over the past 15 years to support domestic crises in Tennessee and other states in need. In the first days of Hurricane Katrina in 2005, 1,200 Tennessee Guardsmen were some of the first responders to the disaster and provided humanitarian relief primarily in Gulfport, Mississippi, and New Orleans, Louisiana. Soldiers secured and safeguarded damaged areas, provided humanitarian assistance, and conducted rescue operations. The Tennessee Air National Guard's 118th Airlift Wing and Aeromedical Squadron was one of the first National Guard units to respond, evacuating the first people displaced by the hurricane to Tennessee. The 134th Air Refueling Wing also evacuated more than 500 displaced citizens from the affected regions, ensuring safe and efficient relief efforts to the East Tennessee area.

Following Katrina, Tennesseans were also involved in Hurricanes Rita and Gustav. The following year, Tennessee was also one of the first states to provide support for Operation Jump Start as thousands of Tennessee Army and Air National Guardsmen assisted with securing the southwest border in Texas and Arizona. Also in 2006, when tornadoes swept through Gibson, Dyer, Sumner, and Warren counties, members of the Tennessee Army National Guard responded, providing recovery operations and assisting in security missions in the hardest-hit areas. Engineers from the 194th Engineer Brigade were often called to help with cleanup and debris removal while

military police units from the 30th Troop Command assisted with securing and providing law and order in the devastated areas.

The Tennessee Guard responded again in 2008, when tornadoes touched down in Madison and Macon counties; in 2010, when floodwaters covered Nashville and West Tennessee; and in 2011, when tornadoes tore through Middle and East Tennessee and flooding of the Mississippi River threatened Memphis and the Mississippi River Valley. In May 2011, more than 100 soldiers and airmen deployed to assist in disaster relief operations in West Tennessee due to flooding. The Guard provided high-water vehicles to support the Tennessee Wildlife Resources Agency and provided trailers and operators to help protect the correctional facility near Tiptonville utilizing more than 3,400 sandbags.

In 2013, four National Guard helicopters deployed to a Sevier County wildfire to provide reconnaissance and firefighting support with Bambi-bucket water drops. The wildfire destroyed sixty-five structures and caused an estimated \$12 million in damages. Guard members again responded to assist during the severe winter storms that covered the state in February 2015. In 2016, Tennessee helicopters and soldiers came to the aid of Gatlinburg, Tennessee, to fight off wildfires and rescue citizens after the natural disaster.

In September 2017, portions of the 118th Wing, the 119th Cyber Operations Squadron, and the 1-230th Aviation Brigade were deployed to Florida and the U.S. Virgin Islands to support recovery operations following Hurricane Irma.

Overseas Contingency Operations (Global War on Terrorism)

The Global War on Terrorism immediately propelled the Tennessee National Guard to a new level of commitment. The Tennessee Guard has been at the very forefront since the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001. On that fateful day, the 134th Air Refueling Wing was immediately called upon to fly countless air refueling missions supporting National Command Authority, as well as missions in support of fighter aircraft, providing combat air patrols covering the entire East Coast. The 164th Airlift Wing deployed four aircraft within 20 hours. The 118th Airlift Wing deployed 110 personnel within 22 hours. On September 11th, when air traffic was suspended for most of the day, the 118th Airlift Wing was granted a special exception to fly to Texas with a kidney from an organ donor for a 6-month old girl.

A total of 103 Army Guard soldiers deployed to provide security at six Tennessee airports for nine months. More than 80 soldiers from the 268th Military Police Company in Ripley and Dyersburg deployed in a matter of hours as additional security at Milan Arsenal and the Holston Army Ammunition Plant. An additional 45 soldiers provided added security at the Tennessee State Capitol and Legislative Plaza.

More than 2,200 soldiers and airmen from the Tennessee Army and Air National Guard were initially deployed in support of Operations Noble Eagle and Enduring Freedom. In March 2003, Tennesseans were some of the first to cross into Iraq for Operation Iraqi Freedom. Elements of the 730th Quartermaster Company from Johnson City were at Saddam International Airport during the fall of Baghdad. The 267th Military Police Company from Dickson and C Company, 46th Engineer Battalion,

from Paris, forged ahead in the first days of the war to establish Camp Bucca, the theater internment facility. Many other units from Tennessee would follow.

Throughout the Iraq war, thousands of Guard units deployed to Iraq and Kuwait. In 2004, the 278th Armored Cavalry Regiment deployed nearly 4,000 Guardsmen, making it the single largest deployment of Tennessee soldiers since World War II. Murfreesboro's 269th Military Police Company and Lebanon's 168th Military Police Battalion were both awarded Valorous Unit Awards for their service in Baghdad.

During the next years, thousands of Tennessee Guard soldiers and airmen deployed to Iraq and Kuwait for Operations Iraqi Freedom, Enduring Freedom, and New Dawn, as well as to Afghanistan, Jordan, Uzbekistan, Cuba, and other countries throughout the world. Since September 11, 2001, more than 29,000 Army and Air Guard members have deployed in support of the United States Overseas Contingency Operations, making it the fourth-largest state for National Guard deployments in the nation.

Tennessee Army National Guard

The Tennessee Army National Guard has more than 9,300 service members assigned to 141 units in 83 communities statewide. The Army Guard maintains more than 4.1 million square feet and more than 13,700 acres of state and federal land which include 89 armories and armed forces reserve centers. The Tennessee Guard also has 24 maintenance facilities for aviation and surface vehicle maintenance as well as training sites in Tullahoma, Smyrna, Lavinia, and Catoosa, Georgia. The Tennessee Army National Guard Headquarters is located at Houston Barracks in Nashville as part of the Joint Forces Headquarters. The Army Guard is made up of four Major Subordinate Commands that cross the state. They are as follows:

278th Armored Cavalry Regiment. Headquartered in Knoxville, it has 46 units stretching from Bristol to Memphis and is one of only fifteen Brigade Combat Teams in the National Guard. It is comprised of seven subordinate battalions and is the largest MSC in Tennessee.

230th Sustainment Brigade. Headquartered in Chattanooga, the brigade has 32 units located from Chattanooga to Memphis and provides combat support and combat service support. It is comprised of three subordinate battalions specializing in transportation, supply, maintenance, and personnel support.

194th Engineer Brigade. Headquartered in Jackson, it has 29 units throughout Tennessee under three subordinate battalions. Two battalions are military police units which comprise the greater portion of the brigade, with the third battalion as engineers capable of vertical and horizontal construction.

30th Troop Command. Headquartered in Tullahoma, it is composed of 24 aviation, six field artillery, and five support units under three battalions and a Medical Command. A majority of the state's helicopter assets are within 30th Troop Command.

Tennessee Air National Guard

The Tennessee Air National Guard flies worldwide missions daily and is a full partner with the United States Air Force. There are six major units and more than 3,300 officers and enlisted personnel within the Tennessee Air National Guard and are worldwide "ambassadors" for the state of Tennessee.

134th Air Refueling Wing. Located at Joint Base McGhee Tyson in Knoxville, flies the KC-135R Stratotanker aircraft. Residing on the largest Air National Guard base

in the Southeast, the 134th Air Refueling Wing conducts worldwide operations on a daily basis, providing critical air refueling support to Department of Defense fighter, bomber, reconnaissance, and airlift aircraft, as well as for our allied partner nations. In addition to air refueling operations, the wing provides cargo and personnel movement anywhere in the world at a moment's notice. The 134th Air Refueling Wing is one of the most decorated air refueling units in the country, with a long-standing tradition of volunteerism.

118th Wing. Located at Joint Base Berry Field in Nashville, is the third oldest flying unit in the country and was federally recognized in 1921. In 2012, the 118th Wing announced its new mission of intelligence, cyber, and MQ-9 Reaper remotely piloted aircraft, and divested itself of the C-130 Hercules after more than forty years of worldwide cargo airlift. It is the only Air National Guard unit to encompass intelligence, cyber, and MQ-9 missions under one Wing.

164th Airlift Wing. Co-located with the International Airport in Memphis. In November 2012, the 164th Airlift Wing in Memphis announced the acquisition of eight C-17 Globemaster III aircraft, replacing the twelve legacy C-5A aircraft and marking the ninth aircraft conversion for this unit since its establishment in 1946. The C-17 mission provides rapid and reliable mobility aircraft crucial to both national and state missions.

119th Cyber Operations Squadron (COS). Located at Joint Base McGhee Tyson in Knoxville, is the only Air Operations Center-level command in the entire Air National Guard responsible for fighting in the cyber domain. In its mission, the 119th COS performs battle management and Command, Control and Communication Ops in support of U.S. Cyber Command and the 24th Air Force in its strategic and tactical defense of the Air Force Information Network.

241st Engineering Installation Squadron. Located in Chattanooga, its worldwide mission is engineering and installing communication lines and systems, and to provide global cyberspace operations, command and control of space and terrestrial communications assets, engineering, maintenance and operational support of communications and network infrastructure.

I.G. Brown Training and Education Center. A detachment of the National Guard Bureau located at McGhee Tyson Air National Guard Base. Composed of Total Force staff members—regular Air Force, Guard, and Reserve—the center conducts an average of eighteen enlisted professional military education courses and hosts nearly fifty professional continuing education sessions each year, graduating more than 4,200 in-resident and 47,000 distributed-learning Total Force members annually.

Tennessee Emergency Management Agency

The Tennessee Emergency Management Agency (TEMA) is one of the three major divisions of the Military Department. The agency is charged with the responsibility of ensuring the state and its local governments are prepared to deal with the disasters and emergencies that threaten people and their property. The most prevalent threats in Tennessee are severe storms, floods, forest fires, hazardous materials incidents, and earthquakes. TEMA was created to provide a standing management cadre to be available instantly to bring order to the confusion created by such events.

In an emergency, TEMA provides the Governor essential information regarding casualties, damage, and recommended protective courses of action. The agency coordinates all required and available resources for immediate and positive response.

TEMA is the direct link between state and local governments in times of crisis. In addition, the agency is the conduit for outside assistance from the Emergency Management Assistance Compact (EMAC) between the states and territories and the federal government.

In February 2008, TEMA coordinated the state's response to severe tornadoes that struck 24 counties in West and Middle Tennessee, resulting in 33 people being killed. Also that year, TEMA coordinated the mass-sheltering of more than 6,500 persons evacuated from New Orleans due to Hurricane Gustav. A major ice storm in January 2009 left seven counties in Tennessee without power, but the storm devastated large portions of Kentucky. TEMA, through EMAC requests from Kentucky, managed the deployment of multiple teams of emergency responders, paramedics, and emergency managers, and thirty National Guard Humvees to assist with search and rescue operations, disaster recovery, and restoration of local communications in Kentucky. In 2010, TEMA coordinated statewide support for the massive flooding in Nashville and throughout the state. In 2011, when the Mississippi River threatened to flood portions of West Tennessee, TEMA coordinated the response by local and state responders and National Guard troops. In August 2012, TEMA coordinated the response to severe storms, flooding, and heavy rains in five Upper East Tennessee counties.

TEMA made significant progress in emergency communications in 2014 with the successful conversion of the National Alert and Warning System (NAWAS) to a digital platform and the targeted release of Wireless Emergency Alerts (WEA) through the Integrated Public Alert and Warning System.

TEMA is a critical part of the Military Department's Tennessee Emergency Response and provides the grants management function for Homeland Security funds available to local first responders in communities throughout the state.

Planning for preparedness, mitigation, response, and recovery are extremely complex assignments requiring continuous communication and coordination addressed daily by TEMA staff. Tennessee has 95 counties with more than 400 incorporated municipalities. State law through the Governor's Tennessee Emergency Management Plan dictates the involvement of more than 30 separate departments and agencies utilizing emergency service coordinators to ensure the state's resources are ready during emergencies. TEMA serves as a liaison to local governments and has three regional offices in Jackson, Nashville, and Knoxville.

Bureau of War Records

This division maintains more than six million records of citizens who served in Tennessee's military forces and Tennesseans that serves in any branch of the armed forces. The number of records increase each year due to receipt of personnel files of discharged Tennessee Army and Air National Guardsmen, unit records, field training and training assembly payrolls, strength reports, and military discharges. Records date back to the War of 1812, the Seminole Indian War, the Mexican War, and the Civil War.

Tennessee State Guard

The Tennessee State Guard (TNSG) was organized under Chapter 36 of the Tennessee Acts of 1985. By this enactment, the State Legislature reorganized the

old Tennessee State Guard which was formed in 1941 and disbanded in 1946. This new organization was originally called the Tennessee Defense Force before being renamed the Tennessee State Guard. The State Guard's mission is to provide an adequately trained force capable of providing an organized state military cadre under the control of the Governor. If the Tennessee National Guard were mobilized and deployed, the TNSG could assume administrative control of the armories across the state and perform the state emergency responsibilities normally accomplished by the National Guard.

The State Guard is an all-volunteer, fully integrated component of the Military Department whose members receive no compensation. There are approximately 250 members formed into four regiments headquartered in Knoxville, Chattanooga, Nashville, and Jackson. The State Guard headquarters is located in Nashville, along with a medical command.

Volunteer ChalleNGe Academy

The mission of the Tennessee Volunteer ChalleNGe Academy (TNVCA) is to intervene and reclaim the lives of at-risk youth and produce graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizens of Tennessee. It enhances life-coping skills and employability potential of cadets through a quasi-military environment with discipline, structure, education, service to community, and mentoring that will positively impact the cadet's future. TNVCA has a 22-week residential phase, followed by a 12-month post-residential mentoring phase that targets high school dropouts or those at risk of dropping out between the ages of 16 and 18. More than 149,000 youths have graduated various National Guard Youth Challenge programs since 1993. There are 40 programs in 28 states, the District of Columbia, and Puerto Rico. Tennessee's Volunteer ChalleNGe Academy held its inaugural class in 2017.

Major General Jeffrey H. Holmes, Adjutant General

Tennessee Department of Military

Major General Jeffrey H. Holmes is the 76th Adjutant General of Tennessee and was appointed to the state's top military position by Governor Bill Lee on January 19, 2019. He is responsible for the supervision of the Department of Military of Tennessee that includes the Army National Guard, the Air National Guard, the Tennessee Emergency Management Agency, the Tennessee State Guard and the Volunteer ChalleNGe Academy. Maj. Gen. Holmes has 40 years of service in the Tennessee National Guard. He received his commission from Officer Candidate School after beginning his military career as an armor crewman at Fort Knox, KY in 1979. He spent his formative years in armor and cavalry units and also attained training in the field artillery, military police, and engineer branches. His military education includes the Armor Officer Basic and Advanced Courses, Combined Arms Staff and Services School, Command and General Staff College, Dual Status Commander Qualification Program, the United States Army War College and the Senior Executives in National and International Security course, Harvard Kennedy School. He holds a Masters in Strategic Studies from the Army War College and a Bachelors of Architecture from the University of Tennessee. Maj.



Gen. Holmes commanded armor and armored cavalry units at the company, battalion, and brigade levels. He served as an armored cavalry squadron commander in Operation Iraqi Freedom in 2004 and again as the Regimental Commander in Iraq in 2010 with the 278th Armored Cavalry Regiment. Duty with warfighting units include: 1st Infantry Division; 42nd Infantry Division, and the 3rd Infantry Division. He has also commanded the 194th Engineer Brigade in West Tennessee. Maj. Gen. Holmes' national-level positions include serving as the Deputy Chief of Engineers in the Pentagon and Deputy Commanding General for First Army, Army level command with the responsibility for assisting the Commanding General with the training, readiness, and mobilization of all Army National Guard and Army Reserve units across the United States and two U.S. territories. His most recent Tennessee assignment was serving as the Deputy Adjutant General, Tennessee National Guard. His joint experience includes assisting with the development of the Joint Battle Staff at Joint Forces Headquarters, Tennessee National Guard and planning the 2015 Tennessee Maneuvers domestic operations exercise, the state's largest training exercise since World War II involving over 550 state, federal, and volunteer agencies in 25 counties. Maj. Gen. Holmes' experience in Military Support for Civilian Authorities during state and national declarations of emergencies includes commanding deployed Tennessee National Guard forces in support of relief efforts from Hurricane Gustav in 2008 along the Gulf coast and coordinating federal military forces in response to Hurricane Sandy in the northeastern U.S. in 2012. Maj. Gen. Holmes is a registered architect licensed in Mississippi, Kentucky, and Tennessee. He serves on numerous boards and advisory groups in Tennessee. He is a founding board member of Leadership Middle Tennessee, a regional leadership program. His awards and decorations include the Legion of Merit (with 1 Bronze Oak Leaf Cluster), Bronze Star Medal (with 1 Bronze Oak Leaf Cluster), Meritorious Service Medal (with 1 Bronze Oak Leaf Cluster), Army Commendation Medal (with 2 Bronze Oak Leaf Clusters), Combat Action Badge, Iraq Campaign Medal (with 2 Bronze Service Stars), along with numerous other federal and state awards.



Department of Revenue

As Tennessee's chief tax collector, the Department of Revenue is responsible for the administration of state tax laws and motor vehicle title and registration laws, as well as the collection of taxes and fees associated with those laws. The department collects approximately 87 percent of Tennessee's state revenue. During the 2017–2018 fiscal year, it collected \$14.6 billion in state taxes and fees. In addition to collecting state taxes, the department collects taxes for local, county, and municipal governments. During the 2017–2018 fiscal year, local government collections by the department exceeded \$2.8 billion. In collecting taxes, the department enforces the revenue laws fairly and impartially to encourage voluntary taxpayer compliance. The department also apportions revenue collections for distribution to the various state funds and local units of government.

More than 900 people work for the Department of Revenue in jobs ranging from taxpayer assistants and tax auditors to title and customer service representatives. It is the responsibility of these employees to provide fair, firm, and effective enforcement of the tax laws, with courteous and friendly service. Personnel in the department receive tax payments, process returns, maintain detailed records, issue administrative rulings, and perform audits to ensure accuracy and propriety.

History

In 1923, there was a general reorganization of the Tennessee state government. Three separate tax-collecting agencies were combined to form the Department of Finance and Taxation. The new department collected \$17.6 million that year, and the work was handled by only three divisions. The Department of Finance and Taxation was renamed the Department of Revenue in 1959. In 1991, the department underwent a major reorganization to serve taxpayers in a more efficient manner.

Services

The department's vision is to achieve the highest level of employee engagement and efficiency in revenue collection using forward-thinking leadership and innovative systems. The department's initiatives include educating and assisting taxpayers, enforcing tax laws fairly and consistently, promoting and implementing electronic commerce to improve timeliness and accuracy

About the Agency

Commissioner:

David Gerregano

500 Deaderick Street
Andrew Jackson Building
Nashville, TN 37242
(615) 741-2461
TN.gov/revenue



Andrew Jackson Building

Statistics

- Year Established: 1923
- Employees: 900+
- Registered approximately 7.2 million motor vehicles in Fiscal Year 2017–2018
- Collects approximately 87 percent of Tennessee's state revenue
- Collected approximately \$14.6 billion in state taxes and fees

in accounting for all collected funds, using automation and innovative methods to improve services, and administering the state's motor vehicle title and registration laws.

Taxpayer Education and Assistance. Taxpayer assistance is available via the agency's website at TN.gov/revenue or by telephone from 8:00 a.m. until 4:30 p.m. CST. The agency's website provides taxpayers online tax filing options and access to tax information, forms and publications, and fiscal information. Tax help is also available by telephone in state via a toll-free number: (800) 342-1003. Nashville-area residents and out-of-state callers should call (615) 253-0600. The department also provides information via an email listserv. Visit the department's website to subscribe. The department offers the public a wide range of information through its seminars for taxpayers and tax practitioners. Speakers are available through the Speakers Bureau at (615) 741-3580.

Local Government Assistance. In addition to collecting state taxes, the department collects taxes for local, county, and municipal governments. It works with counties and cities to answer questions, prepare reports, and ensure that taxes are distributed correctly among the local governments in the state.

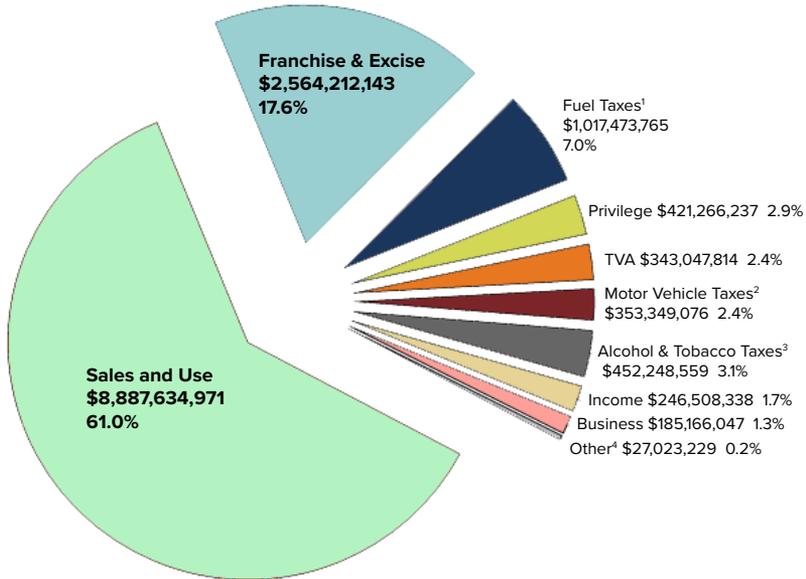
Title and Registration. This department provides motor vehicle title and registration services with regard to passenger and commercial motor vehicles, motorcycles, ATVs, trailers, and mobile homes. Working with county clerks throughout the state, the department registered approximately 7.2 million vehicles and issued 2.5 million new titles in Fiscal Year 2017–2018. The Vehicle Services hotline is available state-wide, toll-free, at (888) 871-3171 and to Nashville-area and out-of-state callers at (615) 741-3101. Information about titling and registering a motor vehicle is also available on the department's website.

Research Assistance. This department conducts tax research and economic analysis to assist decision makers in other areas of state and local government. The Research Section estimates potential revenue impacts of proposed legislation, helps develop state tax revenue forecasts, and evaluates comparative tax policies to determine fiscal effects.

Enforcement and Compliance. The Audit and Collection Services divisions and Special Investigations Section handle much of the department's enforcement and compliance activities. The Audit Division has offices across the state and six offices located outside Tennessee. The division primarily reviews taxpayer records to determine compliance with state tax laws and educates taxpayers about tax requirements. The Collection Services Division manages, tracks, and collects delinquent taxpayer accounts. The Special Investigations Section detects, investigates, and seeks prosecution of tax-related fraud. To report tax fraud, call (800) FRAUDTX (372-8389). Both Collection Services and Special Investigations employees are located throughout the state.

Revenue Processing. More than 2.4 million tax returns flew through the Processing Division during the 2017–2018 fiscal year. This division handles returns, payments filed online, and performs lockbox services for five other state agencies. The department continues to promote electronic tax filing. During the 2017–2018 fiscal year, more than 90 percent of tax returns were filed online. Several taxes can be filed online through the department's TNTAP website. More specific information is available on Revenue's website.

Department of Revenue actual collections through June 30, 2018



1. Gasoline, \$799,806,456, 5.5%; Motor Fuel, \$217,667,309, 1.5%; Petroleum Special, \$69,220,455, 0.5%
 2. Motor Vehicle Registration, \$328,186,681, 2.3%; Motor Vehicle Title, \$25,162,395, 0.2%
 3. Tobacco, \$248,673,493, 1.7%; Mixed Drink, \$117,736,519, 0.8%; Alcoholic Beverage, \$68,225,538, 0.5%; Beer, \$17,613,009, 0.1%
 4. Unauthorized Substance, \$74, <0.0%; Gross Receipts, \$26,100,394, 0.2%; Coin Amusement, \$283,025, <0.0%; Inheritance Gift & Estate, -\$61,412, 0.1%; Gas & Oil Severance, \$701,148, <0.0%

Divisions

Taxpayer Services

500 Deaderick Street
 Andrew Jackson Building
 Nashville, TN 37242
General Call Center: (615) 253-0600
 Toll-free: (800) 342-1003

Vehicle Services and Motor Carrier

44 Vantage Way, Suite 160
 Nashville, TN 37243-8050
Vehicle Services: (615) 741-3101
 Toll-free: (888) 871-3171
Motor Carrier: (615) 399-4265
 Toll-free: (888) 826-3151

Regional Offices

Chattanooga

1301 Riverfront Parkway, Suite 203
 Chattanooga, TN 37402
 (423) 634-6266

Cookeville

1100 England Drive, Suite 4A
 Cookeville, TN 38501
 (931) 526-9699
Mailing Address:
 500 Deaderick Street
 Andrew Jackson Building
 Nashville, TN 37242

Jackson

Lowell Thomas State Office Building
225 Dr. Martin Luther King, Jr., Drive
Suite 340
Jackson, TN 38301
(731) 423-5747

Johnson City

204 High Point Drive
Johnson City, TN 37601
(423) 854-5321

Knoxville

7175 Strawberry Plains Pike,
Suite 209
Knoxville, TN 37914
(865) 594-6100
Mailing Address:
P.O. Box 14035
Knoxville, TN 37914

Memphis

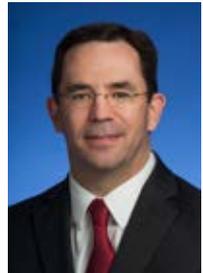
3150 Appling Road
Bartlett, TN 38133
(901) 213-1400

Shelbyville

875 Union Street, Suites B & C
Shelbyville, TN 37160
(931) 685-5010
Mailing Address:
500 Deaderick Street
Andrew Jackson Building
Nashville, TN 37242

Commissioner David Gerregano*Tennessee Department of Revenue*

David Gerregano has served as the Tennessee Department of Revenue's commissioner since December 2016. Governor Bill Lee reappointed Gerregano as Revenue commissioner in January 2019. Gerregano, a native of Gainesboro, has worked for the Department for more than 20 years. Since starting with Revenue in 1997 as tax counsel, he has held multiple legal and administrative positions such as hearing officer, general counsel, assistant commissioner and deputy commissioner. Gerregano currently serves on the Federation of Tax Administrators Board of Trustees and previously served as president of the Southeastern Association of Tax Administrators.



Gerregano received his J.D. from Vanderbilt University Law School in 1995, and he clerked for the Chancery Court of Rutherford County until 1997 before joining the Department. In his spare time, Gerregano enjoys woodworking and spending time with his wife and two children.





Department of Safety and Homeland Security

Mission Statement

The Tennessee Department of Safety & Homeland Security's mission is to serve, secure, and protect the people of Tennessee.

History

The department began in 1929, when Governor Henry Horton signed a law creating the Tennessee Highway Patrol. The Department of Safety was formally established in 1939 by the General Assembly. In recognition of modern anti-terrorism responsibilities, a renaming occurred again in 2011 to the current Department of Safety & Homeland Security.

Divisions

The department is defined by four divisions—the Tennessee Highway Patrol, Driver Services, Tennessee Office of Homeland Security, and the Tennessee Highway Safety Office.

The **Driver Services Division's** primary focus is to issue driver licenses and identification cards. Services have been broadened to include voter registration, issuance of driver records, handgun permit applications, commercial driver license services, and organ and tissue donation commitments. The Financial Responsibility Division is responsible for administering the Financial Responsibility Law, which involves canceling and restoring driving privileges while maintaining all driver records that include violations committed in Tennessee and violations committed by Tennessee-licensed drivers in other states. Some 44 Driver Services Centers are staffed daily across the state with two mobile units handling specialty assignments. The division prides itself on the many alternative methods to do transactions such as County Clerk and third-party partnerships, kiosks, and the state's website. The division began issuing REAL IDs July 2019 to comply with the increased federal security standards of license issuance nationwide.

About the Agency

Commissioner & Governor's
Homeland Security Advisor:

Jeff Long

312 Rosa L. Parks Avenue
25th Floor, Tennessee Tower
Nashville, TN 37243
(615) 251-5166
TN.gov/safety



Tennessee Tower

Statistics

- Employees: 1,764
- Trained more than 119,000 individuals on international/national terrorism, active shooter scenarios, & cyber security
- 4.7 million valid driver licenses and ID cards issued in Tennessee.
- THP performed more than 79,000 safety inspections on school buses in the last five years.

The **Office of Homeland Security** plans, coordinates, and directs the state's anti-terrorism activities using an all-crimes approach. The office coordinates with state, federal, and local partners along with the private sector to fully implement Tennessee's Counterterrorism Program. The office is organized into Bureaus of Analytics, Preparedness, and Operations throughout the state. The Governor's Homeland Security Council was created by Executive Order with appointees from the leadership of key state departments and local jurisdictions. The council provides oversight of a coordinated homeland security effort while ensuring that the Governor's vision and guiding principles are implemented. Federal funds are distributed to local jurisdictions by the council as well.

The **Tennessee Highway Safety Office (THSO)**'s mission is to reduce and prevent statewide traffic crashes, injuries, and fatalities. THSO works in tandem with the National Highway Traffic Safety Administration (NHTSA) to implement local initiatives addressing occupant protection, impaired driving, speed enforcement, pedestrian and bicycle safety, and crash data collection and analysis. Programs administered by THSO are 100% federally funded.

Tennessee's statewide highway safety program evolved into the Governor's Highway Safety Office (GHSO), housed under the Tennessee Department of Transportation (TDOT). In 2016, per Executive Order No. 53 signed by Governor Bill Haslam, GHSO was renamed THSO and transferred from TDOT to the Tennessee Department of Safety and Homeland Security (TDOSHS). This was done to offer the state more economical, efficient, and streamlined services.

The **Tennessee Highway Patrol (THP)** is the leading agency for state route and highway patrol across eight districts of Tennessee and four Communications Centers. Their primary responsibility is traffic enforcement along with crash investigation. THP maintains a national and state accreditation through the Commission on the Accreditation for Law Enforcement Agencies (CALEA) and the Tennessee Law Enforcement Accreditation (TLEA) program. In December 2019, THP celebrates its 90th anniversary.

Additional specialty units work daily with our state, federal, and local partners to provide the following support functions:

Aviation. The Aviation section is responsible for all airborne law enforcement support and related responsibilities for THP and other agencies. It utilizes one Bell 429 "Global Ranger" helicopter, three Bell 206 "Jet Ranger" helicopters, one Bell OH-58 "Kiowa" Helicopter, one Bell UH-1H "Huey" helicopter, and one Cessna 182RG airplane for search and rescue, traffic enforcement, stolen vehicle, and marijuana searches.

Canine Unit. This unit is responsible for training and maintenance of canines. The canines are imprinted for the detection of narcotic and explosive odors. The patrol canines are trained in obedience, agility, evidence search, suspect search, felony criminal apprehension, handler protection, tracking, and building searches.

Criminal Investigations Division. This unit investigates crimes such as vehicle theft, odometer tampering, driver license fraud, and vehicular homicide. It also assists the Office of Professional Accountability and conducts investigations as requested by the director of the TBI and approved by the commissioner of Safety and Homeland Security.

Critical Incident Response Team. This unit's primary responsibility is to investigate and/or reconstruct serious motor vehicle traffic crashes. Unit members also assist

local, state, and federal law enforcement agencies and investigate all traffic criminal homicides worked by THP.

Identity Crimes Unit. This unit is composed of employees from three divisions of the department: Tennessee Highway Patrol, Driver Services, and Office of Homeland Security. The Identity Crimes Unit investigates identity crimes and assists local, state, and federal agencies. The unit also assists victims in contacting relevant investigative and consumer protection agencies and provides the public with information to raise awareness and deter identity crimes.

Interdiction Plus Unit. This unit is responsible for combating criminal activity and providing assistance in cases that include, but are not limited to: terrorism, drug trafficking, firearm and explosives violations, human trafficking, fraudulent document detection, terrorist and/or gang-related activity, fugitive apprehensive, and any other organized criminal activity.

Capitol Protection Unit. These troopers are responsible for security and law enforcement at the State Capitol, Cordell Hull Building, Supreme Court, Department of Safety and Homeland Security Headquarters, and other state properties in Davidson County.

Executive Protection Unit. These troopers are responsible for the security of the Governor and First Family, the Lieutenant Governor, the Speaker of the House, and the Executive Residence.

Handgun Permit Unit. This unit issues, denies, suspends, and revokes handgun carry permits. The unit also regulates handgun safety schools and instructors and ensures compliance with state and federal law. This section is governed by federal and state law and directed by promulgated rules, policy, and departmental procedures.

Recruitment and Accreditation Division. This division oversees the strategic goals and objectives of increasing THP's applicant pool. The overarching benchmarks are to recruit, attract, and retain Troopers into the law enforcement career paths for the agency. This division is also responsible for gathering and maintaining evidence of compliance with state and national accreditation standards.

Research, Planning, and Development Division. This division creates and provides policies and procedures to all department employees to enable them to more effectively perform their jobs. This division is also responsible for administering the ignition interlock program and the in-car camera program, coordinating grants, and developing all departmental forms and publications.

Special Operations Unit. This unit safeguards the lives of officers and the public by responding to and controlling emergency situations and unusual occurrences such as disasters and civil disturbances. This unit of specially equipped troopers provides security for dignitaries and responds to prison riots, high-risk arrests, hostage situations, and other incidents. It also handles bombs, destroys unstable explosives, and maintains a team of scuba divers who can search for stolen vehicles and victims of crimes and drowning.

Special Programs Unit. This unit ensures the safe and legal operation of commercial vehicles and school buses in Tennessee and includes two sections: Pupil Transportation and Safety Inspections. Since 2004, all troopers have been trained in laws pertaining to commercial vehicles, as well as traditional law enforcement duties. Troopers perform safety and weight inspections of commercial vehicles and are involved in educating the public and the trucking industry through specialized programs.

Support Services Division. This division is responsible for maintaining the department's vehicle fleet and receiving, stocking, and distributing all equipment and supplies. This division is also responsible for the department's inventory.

Tennessee Integrated Traffic Analysis Network Business Unit. This unit develops, supports, and maintains an electronic Records Management System for the department and all other Tennessee law enforcement agencies. This unit also explores and develops new technologies and implements new applications for law enforcement personnel in an electronic format.

Training Division. This division is responsible for conducting training for all department employees. This division also plans, coordinates, and administers specialized schools, in-service training, and Cadet Schools in addition to coordinating motorcycle safety and firearms training.

Wireless Communications Section. This section is responsible for the Tennessee Advanced Communications Network. This includes the design, procurement, installation, and maintenance of all portable and fixed station communications equipment.

Administrative Services

The **Budget Division** is responsible for directing and coordinating the development, presentation, execution, and control of the department's budget. The division prepares the annual budget; maintains, processes, and accounts for all expenditures and revenue; and manages the department's payroll. The division is also responsible for coordinating, implementing, and maintaining General Services - Central Procurement (CPO) policies and procedures, including guidance related to the acquisition of purchases and implementation of contracts.

The **Communications Division** strives to keep the citizens of Tennessee fully informed of its objectives, functions, and accomplishments by maintaining a policy of open communication. This division serves as the primary point of contact for the department regarding media relations and community outreach activities. The division develops and disseminates news releases, media advisories, reports, videos and social media updates. The division ensures compliance with all laws pertaining to public records. The division maintains the integrity of TDOSHS's investigations and actions by safeguarding the safety, evidence, and/or the rights of suspects, defendants, and other citizens. It also leads TDOSHS's public awareness efforts for many statewide law enforcement initiatives including coordination and cooperation with other state departments and agencies.

Facilities Management directs the running of state-wide department facilities to create a safe and efficient work environment that improves business performance and optimizes staff productivity. Responsibilities of this office include directing facilities functions, implementing policies and safety procedures, engaging with vendors and contractors, minimizing hazards, preparing facilities budgets and monitoring expenditures, designing and planning workstations, coordinating remodeling and refurbishment initiatives, testing equipment, forecasting space needs, coordinating relocations, and facilitating lease agreements. This office also assists with functions that allow the department to create integrated spaces, minimizing disruptions to overall business operations and improving working conditions to allow for a safe and comfortable environment for both staff and citizens alike.

The **Human Resources Division** provides service and support to the divisions of the department in all processes impacting the staffing of the department as well as providing strategic support for the organization.

The **Internal Audit Division** is responsible for providing safeguards against fraud, waste, and unauthorized use or misappropriation of funds and property.

The **Legal Services Office** advises all department divisions, coordinates with the State Attorney General, administers an asset forfeiture program, and closely monitors all contracts for services. The Driver Improvement Section evaluates driving records based on crashes and/or convictions to keep track of high-risk drivers. This section conducts hearings and reviews drivers with mental, physical, or medical conditions that could impair driving ability. The office also provides training to law enforcement officers on case preparation and statutory and other legal changes including case law involving asset forfeiture.

The **Office of Professional Accountability** is responsible for documenting compliments and investigating complaints against employees and also processes all employee disciplinary actions. The office ensures that the department's employees maintain the highest standards of integrity, ethical performance, and professionalism.

Commissioner Jeff Long

Department of Safety and Homeland Security

Prior to being appointed Commissioner of the Department of Safety and Homeland Security, Jeff Long was elected Sheriff of Williamson County in August 2008. He is a graduate of the University of Memphis with a Bachelor of Arts degree in political science. He received a Doctorate of Jurisprudence degree from Nashville School of Law. He has served in the criminal justice field for the past 46 years as an Assistant District Attorney for the 21st Judicial District, Special Agent in Charge with the Tennessee Bureau of Investigation, Investigator for the 21st Judicial District, Arson Investigator with the Tennessee Fire Marshal's Office, Captain with the Williamson County Sheriff's Office, and Federal Hospital Police Officer with the Veterans Administration Hospital in Memphis, Tennessee.



Throughout his career, Long has received special acknowledgements including the Task Force Against Domestic Violence Law Enforcement Award, John Marshall American Inns of Court (Master), Hall of Fame Morris Heithcock Lodge 41 FOP Award, and Commendation from FBI Director Williams S. Sessions. He was also awarded the *Nashville Business Journal*, Williamson County Impact Award in 2013, 2014, and 2015, the 2013 Law Enforcement of the Year by the Williamson County Bar Association, the Sons of the American Revolution Law Enforcement Commendation Medal, and the 2013 Tennessee Sheriff of the Year Award.

Long also had the honor of serving on the Dignitary Protection Detail for Presidents Reagan, Clinton, George H.W. Bush, George W. Bush, and for Princess Anne, daughter of Queen Elizabeth. He is past president of the Tennessee Sheriffs' Association, a current member of the National Sheriffs' Association, and current member of the International Association of Chiefs of Police (IACP). In 2014, Governor Bill Haslam appointed Sheriff Long to the Peace Officers Standards and Training Commission.

Commissioner Long was appointed Commissioner of the Tennessee Department of Safety and Homeland Security by Governor Bill Lee and was sworn in immediately after the Governor in January 2019.



SOUVENIRS
T-SHIRTS

Beale Street Gift Shop



Department of Tourist Development

The mission of the Tennessee Department of Tourist Development is to motivate travel to and within Tennessee by inspiring enjoyment, creating memories, producing a desire to return, and establishing key long-term relationships that result in visitors becoming residents.

In 2014, Tourist Development launched the new brand campaign, “The Soundtrack of America. Made in Tennessee,” enhancing the mission statement with the following:

Vision Statement: To be the global music destination of choice: an authentic American experience rooted in blues, bluegrass, country, gospel, soul, rockabilly, and rock 'n' roll at the crossroads of American history and renowned scenic beauty.

Brand Promise: The promise of Tennessee—the home of the blues, bluegrass, country, gospel, soul, rockabilly, and rock 'n' roll—is to be the global music destination of choice. To deliver an unparalleled experience of beauty, history, and family adventure, infused with music that creates a vacation that is “The Soundtrack of America. Made in Tennessee.”

The department is recognized as a national leader among state tourism organizations. Since its formation in 1976, the department’s advertising and promotional campaigns have produced steady economic growth for the tourism industry in all areas of Tennessee. The department also operates 16 statewide Welcome Centers which have received national recognition from several organizations.

In 2018, Tennessee’s tourism industry saw 119 million visitor stays, up 5.1 percent and the highest growth in six years, according to travel research firm D.K. Shifflet. A record-setting 81 percent of visitors were leisure travelers. Travel in Tennessee generated \$1.81 billion in state and local tax revenue. Tennessee’s growth is outpacing the nation in all areas of travel including tax revenue, expenditures, payroll, and employment.

The department has in-market representation through various programs and cooperative partnerships in the following territories: the United Kingdom, Germany, Australia, Austria, Brazil, Benelux, China, France, Germany, Japan, Italy, Nordic Union, and Switzerland. Marketing efforts include public relations and sales focused on the travel trade with the objective of more Tennessee destinations being offered to consumers.

About the Agency

Commissioner:

Mark Ezell

312 Rosa L. Parks Avenue
13th Floor, Tennessee Tower

Nashville, TN 37243

(615) 741-2159

(800) 462-8366

(800) Go2-TENN

TN.gov/tourism



Tennessee Tower

Statistics

- Year Established: 1976
- Employees: 180
- Total direct economic impact in 2018: \$22 billion
- Record-setting 119 million visitors in 2018
- Tennessee outpaces the nation in international growth. International spending grew seven times more than the national average.

In response to Governor Lee's first executive order to better serve rural Tennessee, TDTD received funding to create an Office of Rural Tourism and Outreach. The new department will provide outreach and resources specifically to distressed and at-risk counties while providing additional support to the department's Outreach team.

The Department of Tourist Development's Welcome Centers were visited by approximately fifteen million travelers in 2018. Visitors are invited to complete comment cards noting the quality of the facility and services provided by the Welcome Centers. In 2018, the average rating of Tennessee Welcome Centers from these Comment Cards was 4.9 out of 5 possible points.

History

State government's role in tourism has come a long way since its beginning in 1936 as a small division of information under the Department of Conservation. In 1972, the Tourism Division was placed under the newly formed Department of Economic and Community Development. The Tennessee Department of Tourist Development was made the first cabinet-level department of tourism in the United States in 1976.

Commissioner's Office

The commissioner's office provides direction for all department operations. Reporting directly to the commissioner are the Administrative Services, Outreach and Engagement, Welcome Centers, and Marketing divisions, as well as the legislative liaison.

Tennessee Tourism Committee

Since 2011, the governor-appointed Tennessee Tourism Committee (TTC), comprised of diverse industry leaders from across the state's public and private sectors, has worked alongside Tourist Development to create a strategic plan for Tennessee Tourism and advise the department. These efforts culminated in the committee's first report, subtitled *A Roadmap for Jobs, Tax Revenue & Economic Growth*. This report, which includes the strategic plan, confirmed the value of tourism as an economic sector in Tennessee, the high regard for the state's tourism image and product, and the perceived delivery of Tennessee as a high-value vacation destination among key target markets. It also identified key initiatives of the committee, and the department as well as the pillars of Tennessee tourism—Beauty, Family, History, Experiences, and Music. In 2019, Governor Bill Lee appointed Dollywood President Craig Ross to serve as the new TTC Chairman.

Services

Marketing Division. This division is responsible for state tourism marketing programs, including advertising, sales, public relations, social media, email, website development, branding database management, and research. The goal of this division is to inspire travel to and within the state which ultimately increases the economic impact of tourism and tax revenue. In 2014, Tennessee Tourism launched the brand, "The Soundtrack of America. Made in Tennessee," inclusive of the pillars identified by the Tennessee Tourism Committee's strategic plan.

Target markets for the brand campaign have included: Chicago, Little Rock, Paducah-Cape Girardeau, Cincinnati, Louisville, St. Louis, Birmingham, Atlanta, Jackson, Dallas, Greenville, and Indianapolis. These markets received brand messaging through digital channels year-round with concentrated campaigns in fall and spring during peak travel planning periods. Television advertising campaigns have focused on select markets during spring and summer vacation planning months. In 2019, the department started conducting digital media test campaigns in Tampa and Charlotte.

Major marketing accomplishments of the Department of Tourism include:

- In fall of 2016, the department partnered with Garth Brooks to launch a new Snapchat channel. A three-week campaign invited people to “follow” Tennessee to win free tickets and attend a free Garth Brooks event at Ascend Amphitheatre in Nashville. In fall of 2017, TDTD teamed up with Jack White and Third Man Records, and Kelsea Ballerini for two additional concerts to continue growth on Snapchat and Instagram. The concerts garnered 141 million and 334 million earned media impressions respectively. Video content distributed on Snapchat and Instagram in 2017 and 2018 included 38 “stories” featuring 87 locations across the state, resulting in 6.4 million total views.
- A redesigned tnvacation.com launched in April 2017 with personalization elements that utilize digital profiles based on historical behaviors to serve users the content that is most likely to draw their interest. In 2018, new updates included: adding an event calendar, creating subregion pages, increasing search capabilities, and adding experience pages. There were over 2.5 million visits to the website in FY2017 and over 3 million in FY2018.
- In an effort to set Tennessee apart from other states who promote beautiful fall colors, the state unveiled the first-ever scenic viewfinders designed to alleviate colorblindness in 2017. The campaign launched with three viewfinders in East Tennessee. An emotional video capturing colorblind men experiencing color for the first time in the Smoky Mountains went viral, resulting in 9 million views. Overall, the campaign generated more than 661 million impressions, 216,000 social media engagements and 19,500 visits to tnvacation.com.
- In 2018, nine additional “colorblind” viewfinders were installed across the state. The fall campaign garnered 25.5 million video views, 43.2 million impressions, and 64,127 visits to tnvacation.com.
- In September 2018, the department celebrated the launch of Tennessee Music Pathways with a kick-off event in Memphis starring the legendary Roots Crew and a diverse lineup of artists to celebrate musical connections to Tennessee. Featured guests included Dustin Lynch, Elle King, JJ Julius Son (Kaleo), Estelle, The Isley Brothers, Project Pat, and Booker T Jones. Each artist performed one original song and one song recorded in Tennessee that influenced their music. Photos and videos from the concert were used in a campaign promoting the new online platform tnmusicpathways.com, a travel planning tool featuring over 300 musical points of interest. The campaign resulted in 15.3 million video views, 46,100 website visits, 38.8 million impressions, and 55,600 engagements with the Six Degrees tool, a custom tool that connects the roots of nearly any artist back to Tennessee on rollingstone.com.

Users enter the artist's name, and a connection to music made in Tennessee is found in six degrees or less. It can be found directly at 6degreestotn.com.

- The 2018 cover of the Official Tennessee Vacation Guide highlighted the 50th commemoration of Dr. Martin Luther King, Jr.'s assassination. There were 409,169 print guide requests and 11,614 e-guide (digital) requests for this vacation guide. The top five domestic fulfillment markets included: Illinois, Ohio, Texas, Indiana, and Florida. Top international fulfillment markets were: Canada, the United Kingdom, Australia, Germany, France, and Brazil. A digital version of the guide, offering a downloadable version with additional rich media and interactive content, has been produced since 2013.
- The 2019 Tennessee Vacation Guide features the Tennessee Music Pathways and launched in January 2019.
- The marketing division is also responsible for producing the Official Tennessee Transportation Map (in partnership with TDOT).
- In summer of 2019, the "Kid Reviewed" campaign tracked over 200 kids' laughter and heart rate data with a custom laugh-tracker tool at 30 family-friendly attractions in Tennessee. This data—along with candid reviews from the kids—lives on kidreviewedtn.com. Visitors considering a trip to Tennessee can now find scientific data to support which destinations in Tennessee generate the most family joy. Some highlights from the data already gathered by the campaign include: 2,023,723 data points analyzed, 1,634,400 seconds of laughter recorded, and 80 average laughs per hour, per kid. The campaign was still running at the time of publication. Thus far, it has generated over 235 million earned impressions; 14.1 million video views; 1 month, 20 days, 21 hours, 59 minutes total watch time of long-form video on Facebook alone; 72.3k website landing page visits (as of 6/30/19); 16,609 hotel rooms generating \$4,459,187.77 in hotel revenue from visitors who engaged with the campaign as tracked through research tool Adara.

Sales.

- The TDTD sales team works with the travel trade industry, including Tennessee partners, travel agencies, tour operators, receptive operators, product managers, and wholesalers to increase Tennessee products and offerings in the domestic and international markets. TDTD sales efforts include participation in travel trade shows, sales missions, Familiarization Tours (FAMs) and partnership opportunities.
- Travel trade shows focus on targeted market segments, such as domestic senior and student groups, and international individual and group travelers. These shows provide business-to-business (B2B) appointments with the trade, lead generation and networking opportunities with operators and agents. During the show the TDTD sales team may facilitate partner engagement opportunities through sponsorships and special events. Other partner opportunities include domestic and international sales missions, and FAMs.
- The TDTD sales team also works with international in-market representatives through multiple global marketing organizations who provide Tennessee tourism support in Austria, Australia, Brazil, Benelux, China, France, Germany, Japan, Italy, Nordic Union, Switzerland, and the United Kingdom.

Public Relations.

- In an effort to elevate awareness of Tennessee tourism and increase visitation, TDTD's communications team oversees national campaigns designed to reach both domestic and international media partners. Efforts include proactive outreach based on current travel trends in order to build an ongoing dialogue with travel writers, bloggers, and social media influencers. Tennessee hosts roughly 75 domestic and international travel writers annually.
- TDTD partners with six content creators to produce articles, photos, and videos for tnvacation.com throughout the year to inspire travel to Tennessee. The multimedia assets are also used in marketing, PR, travel trade, and social media online and print collateral.
- TDTD ensures constant communication with the tourism industry through the weekly newsletter. It is distributed to 2,242 industry partners and stakeholders.
- In 2018–19, the division's PR accounted for more than 3.3 billion impressions. Intent-to-travel engagements reached 160 million, which includes all vacation guide requests (e-guide, print, and app), website visits to tnvacation.com family of sites, media clicks, media views, paid search, email, paid social, and pre-roll clicks.
- In 2018, the department kicked off the inaugural Tennessee Songwriters Week with 30+ events statewide, earning 6.3 million impressions. The event will continue the last full week of February each year with special programming, open-mic nights, songwriter showcases, and educational workshops to celebrate songwriters and drive visitation.
- The communications team supports TDTD efforts with other statewide media events and programs like the Economic Impact press conference, Kid Reviewed, and the Tennessee Sports Hall of Fame. The team collaborates with partners on PR campaigns and major tourism initiatives throughout the year.

Tourist Development Initiatives.

- In fall of 2018, Tennessee Music Pathways launched the website and travel planning site tnmusicpathways.com with more than 300 points of interest across the state designed to connect visitors to the people, places, and genres significant to music history. From the largest cities to the smallest communities, this statewide program identifies, explains, and preserves the legacy of music in Tennessee. Music attractions are designated with branded signs as official locations and larger graphic panels are in various stages of production and installation in areas where there is not an existing marker or experience.
- Also launched in 2018, the U.S. Civil Rights Trail continues to inspire travel as visitors seek to learn about the stories of Americans who fought for racial equality by visiting the sites in Memphis, Nashville, and Clinton.
- Now in its 14th year, Retire Tennessee continues to market the state's mild seasons, lower cost of living, and slower pace of life to baby boomers. A record number of inquiries are showing that Tennessee is a popular retire-

ment destination. Retirees are visitors first. Not only do they visit, but they move and contribute to the economy.

- The Tennessee Civil War Trail is a multi-state program consisting of driving tours of both the great campaigns and the lesser-known Civil War sites.
- The Discover Tennessee Trails & Byways features sixteen distinctive driving trails across all 95 counties and five National Scenic Byways.
- The Tennessee Adventure Tourism and Rural Development Act established a plan to promote outdoor recreational opportunities statewide, particularly in rural counties with high unemployment.

Outreach & Engagement.

- With the goal of increasing economic impact in all 95 counties, the outreach team works closely with other state agencies and organizations to identify resources and new growth opportunities for tourism partners statewide. From strategic partnerships, grants and educational opportunities to identifying assets, marketing and PR assistance, outreach is a direct conduit between resources and to tourism partners.
- In 2019, TDTD established the Office of Rural Tourism. The new department serves distressed and at-risk counties by identifying and utilizing assets, creating marketing and promotional programs for those assets, developing both product and branding strategies, and building innovative partnerships to provide additional offerings.
- In 2018, the department awarded more than \$3 million in grants. The Tourism Marketing Grant supports Tennessee's tourism industry through matching funds for marketing. In partnership with TNECD, TDTD manages the Tourism Enhancement Grant, created to award funds for tourism-related infrastructure projects. Lastly, Water Accessibility for Tennessee Recreation Grant provides funds to marinas for marketing and improvements.

Administrative Services Division. This division provides administrative support to the various divisions of the department through the following sections:

- *Financial Services* provides a full range of financial management services, including preparing and monitoring the department's budget, accounts payable, accounts receivable, procurement of goods and services, asset management, contract establishment, grant management, development of the department's strategic plans, implementation of state financial policies and procedures, coordination of the department's financial integrity reporting requirements, and preparation and distribution of financial reports.
- *Human Resources* manages recruitment and placement, classification/compensation, leave and attendance, interpretation, and guidance regarding performance measurements, employee coaching, and staff training. In addition, HR manages state human resource policies, benefits, training, affirmative action, performance, and employee relations.
- *Legal Services* manages all legal affairs for the department, including drafting contracts and grants, drafting and analyzing legislation, and preparing trademark filings, monitoring, and licensing. Legal also serves as the board attorney for the Tennessee Sports Hall of Fame.

- *Tennessee Sports Hall of Fame Oversight* honors athletes, teams, coaches, sports writers, and sports administrators who have made an impact on the history of sports in Tennessee. TDTD took over the oversight of the Tennessee Sports Hall of Fame from the Secretary of State's Office in 2018. The Hall of Fame's Board of Directors was completely restructured and reorganized and now includes TDTD Commissioner Mark Ezell.
- *Information and Support Services* is a partnership with the state's Strategic Technology Solutions division of F&A and Tourist Development. Services include technical direction and application support for the department's information technology and telecommunications activities; creation and implementation of the department's information systems plan; installation of hardware and software; management of the department's office space and equipment requirements; and mail services.
- *Visitor Support Services* provides trip planning assistance, consumer information support, office space and equipment oversight, staff notifications of emergencies and related state facility updates, and management of the department's call center and fulfillment contractor.

Welcome Center Division. Tennessee Welcome Centers act as a contact point for travelers entering Tennessee from any direction and serve as a major distribution point for information about the state's attractions, accommodations, and other travel-related facilities.

- The division has sixteen Welcome Centers statewide that are located primarily on interstate highway entrances to Tennessee. Fifteen of the centers are open twenty-four hours a day, seven days a week. The Welcome Centers are consistently rated 4.9 out of 5 by visitors as reported on Comment Cards provided at the centers for guests.
- Tennessee Welcome Centers served approximately fifteen million visitors in 2018.
- Given the number of visitors to these centers, it was essential that all sixteen centers be equipped with an Automated External Defibrillator (AED)—a portable device that diagnoses and treats cardiac issues through defibrillation. In addition, Welcome Center employees are provided with training to be certified in CPR and the use of the AED in case of an emergency.
- Tennessee Welcome Centers partner with organizations to promote mutual goals across the state. For example, Welcome Centers work closely with the Office of Highway Safety to keep travelers informed of laws that govern Tennessee roadways. Another example is in the Unicoi County Welcome Center where regional artist Benjamin Walls' art has been installed to showcase the regional talent.
- Tennessee Welcome Centers frequently partner with organizations to support environmental initiatives. The Department of Environment and Conservation has previously worked with Welcome Centers on becoming green certified and is now assisting as they begin tracking recycling at Welcome Centers in order to better understand the environmental impact. Additionally, Welcome Centers worked with the Department of Transportation on the Pollinator Project and the Department of Agriculture on the Tree Planting Project. Both of these initiatives included installing vegetation around Welcome Centers to promote conserva-

tion, reduce the footprint of moving, and support local ecosystems. Moreover, Tennessee Welcome Centers received the 2019 Cigarette Litter Prevention Awareness Program National Award from Keep America Beautiful for working with Keep Tennessee Beautiful to place cigarette receptacles at all Welcome Centers.

- Each center is equipped with Wi-Fi, iPads, and weather monitors to assist visitors with travel needs or questions. The monitors have been updated to include weather and traffic conditions and run the state’s tourism television commercials. Available at each of the Welcome Centers are assistants who can help travelers make reservations at attractions, hotels, motels, campgrounds, and state parks.
- Welcome Center assistants participate in a certification program—which is nationally recognized by U.S. Travel—studying state travel and tourism information. Welcome Center assistants also participate in three state familiarization tours a year to learn about tourism across the state so they are able to provide vast and accurate information to visitors.
- The centers are located on I-81 Sullivan County; I-75 Campbell County and I-75 Hamilton County; I-24 Hamilton County, I-24 Marion County, and I-24 Montgomery County; I-65 Giles County and I-65 Robertson County; I-55 Shelby County; I-155 Dyer County; I-40 Cocke County, I-40 Haywood County, I-40 Shelby County, and I-40 Smith County; I-26 Unicoi County and I-26 Sullivan County.



Commissioner Mark Ezell

Tennessee Department of Tourist Development

Commissioner Mark Ezell is responsible for the growth strategy and overall branding of the state’s global tourism footprint. He oversees national campaigns that reinforce Tennessee as a world-class destination and build better opportunities for citizens through revenue and job creation.

Prior to joining Tourist Development, Ezell worked his way from entry-level to eventually serve in a range of senior roles at both his family-owned business, Purity Dairies, Inc., as well as Dean Foods, a Fortune 500 Company where he focused on brand development and achieved record profitability. He received national recognition for his work on campaigns including the iconic “Milk Mustache–Got Milk?” campaign.



A seventh-generation Tennessean, Ezell was born and raised in Middle Tennessee. He received his bachelor’s degree from Lipscomb University and completed his master’s degree at Tennessee Technological University. Married for 37 years to his wife Martha, Ezell has four children and five grandchildren and is an active member of Ethos Church.





Department of Transportation

Tennessee provides its citizens and travelers with one of the best transportation systems in the United States. The Tennessee Department of Transportation (TDOT) keeps Tennessee moving through the utilization of new technology to improve the efficiency of the system and through maintenance and construction of the state's transportation network. Having sensitivity to the environment and giving a voice to communities as the state builds a transportation system are important priorities of TDOT. Tennessee's highway system stretches over 96,116 miles, enough to circle the world more than three times. Of that figure, 13,889 miles are on the state-maintained highway system, representing 15 percent of the total highway miles within Tennessee. However, the state system carries approximately 78 percent of the traffic. Included in the state highway system are 1,201 miles of interstate highways. Although the interstate system makes up just over one percent of the total highway mileage, it carries approximately a third of all the traffic in Tennessee. Other components of Tennessee's transportation system include:

- 21 short line railroads operating on 771 miles of rail
- 6 major (Class 1) rail lines on 2,169 miles of rail
- 79 public-use and commercial airports
- 148 heliports
- 28 transit systems (bus, van, and light rail) serving all 95 counties
- 976 miles of navigable waterways
- 4,528 miles of state highways with four-foot or greater shoulders that can be used by bicyclists
- 200 miles of designated bike lanes
- 912 miles of sidewalks along state routes
- 465 miles of greenways and trails

Mission and Vision

The mission of the department is to provide a safe and reliable transportation system for people, goods, and services that supports economic prosperity in Tennessee. TDOT's vision is to serve the public by providing the best multimodal transportation system in the nation.

About the Agency

Commissioner:

Clay Bright

505 Deaderick Street
Suite 700

James K. Polk Building
Nashville, TN 37243

(615) 741-2848

TN.gov/tdot



James K. Polk Building

Statistics

- Employees: Approximately 4,000
- Tennessee's highway system stretches over 96,116 miles, enough to circle the world more than 3 times
- State system carries approximately 78% of traffic
- Performs airport inspections and issues licenses to Tennessee's 74 general aviation airports
- Inspects more than 19,800 bridges

History

In 1915, the first state government authority to oversee transportation services began with the creation of the State Highway Commission. At that time, the state system included fewer than 5,000 miles of road. The Commission was restructured and became the Department of Highways and Public Works in 1923 and, by an act of the General Assembly in 1972, became the Department of Transportation, incorporating all modes of transportation. TDOT's 100th anniversary was July 1, 2015.

Services

The Department of Transportation has approximately 4,000 employees working on the transportation system, with an annual budget of more than \$2 billion. Much of the agency is organized around three bureaus: the Administration Bureau, the Engineering Bureau, and the Environment and Planning Bureau. In addition to the three bureaus, there are two staff divisions reporting to the Commissioner—Aeronautics and Legal—as well as a Chief of Staff with two staff offices.

Major duties of the department are to:

- Plan, implement, maintain, and manage Tennessee's transportation system.
- Administer funding and provide technical assistance in the planning and construction of state and federal aid road programs for cities and counties.
- Provide incident management on Tennessee's Interstate System through TDOT SmartWay, an intelligent transportation network of cameras and dynamic message signs.
- Staff and operate transportation management centers in the four largest urban cities in Tennessee.
- Provide motorist information through the agency website, Tennessee 511, TDOT SmartWay, and social media.
- Construct and maintain 19 rest areas and 16 welcome center facilities.
- Administer the program for control of outdoor advertising adjacent to interstate and state highways.
- Issue and administer special permits for movement of overweight and over-dimensional vehicles.
- Prepare and distribute city, county, and state road maps.
- Provide technical and financial assistance to Tennessee's 79 public airports through project planning, design, and construction.
- Complete airport inspections and issue licenses to Tennessee's 74 general aviation airports and 148 helipads.
- Provide air transportation to state executives and maintain TDOT's fleet of aircraft.
- Oversee the operations of 40 Automated Weather Observation Systems across Tennessee.
- Inspect more than 19,800 Tennessee bridges.
- Be responsible for the operation and maintenance of two ferries.
- Partner with the Tennessee Aeronautics Commission to recommend aviation programs.
- Provide aerial photography and mapping services to all state agencies.

- Administer highway beautification programs: “Nobody Trashes Tennessee”, “Adopt-A-Highway”, “Scenic Byways”, and “Pollinator Habitat”.
- Provide grants to all Tennessee counties for litter abatement and litter prevention education.
- Administer state and federal financial assistance to public transportation agencies across the state.
- Provide vehicles to nonprofit agencies that serve the elderly and individuals with disabilities.
- Increase rail safety through the Railroad-Highway Grade Crossing Program and through the state’s railroad inspection program in partnership with the Federal Railroad Administration.
- Coordinate with TDOT Divisions and local partners to incorporate pedestrian and cycling features into TDOT projects where appropriate, with emphasis on projects to increase safety.

Funding

Funding to support the services and programs provided by TDOT comes from “user fees” collected by the state and federal government. These primarily include vehicle registration fees and gasoline and diesel fuel taxes. Tennessee receives a portion of federal gas taxes, which are 18.4 cents per gallon for gasoline and 24.4 cents per gallon for diesel. The 2017 Improving Manufacturing, Public Roads and Opportunities for a Vibrant Economy Act (IMPROVE Act) mandates the following rates in the state’s transportation-related fuel taxes:

Effective Date	Gasoline – State Tax	Increase	Diesel – State Tax	Increase
Since 1989	20 cents/gallon		16 cents/gallon	
Since 1990	20 cents/gallon		17 cents/gallon	1 cent
July 1, 2017	24 cents/gallon	4 cents	21 cents/gallon	4 cents
July 1, 2018	25 cents/gallon	1 cent	24 cents/gallon	3 cents
July 1, 2019	26 cents/gallon	1 cent	27 cents/gallon	3 cents

An additional 1.4 cent/gallon inspection tax is currently collected on volatile fuels. The state gasoline tax is projected to be distributed on the following basis, including the increase in fuel taxes under the IMPROVE Act effective July 1, 2019:

Cities and Counties	10.15 cents
State General Fund	0.83 cents
TDOT	16.42 cents

Related Boards and Commissions

Tennessee Aeronautics Commission

607 Hangar Lane, Building 4219
Nashville, TN 37217
(615) 741-3208

Commissioner Clay Bright

Department of Transportation

Clay Bright was appointed Commissioner of Transportation by Governor Bill Lee in January 2019. He is the 30th commissioner of the state agency that oversees a statewide transportation system including highways, rail, airports, waterways, and transit.

With a career dedicated to construction and project delivery, Commissioner Bright is eager to build on TDOT's growing Accelerated Delivery Program and innovative approaches to congestion and traffic management. Recently enacted legislation will allow the department to continue to utilize the Construction Manager/General Contractor (CM/GC) project delivery method, and Bright is currently overseeing the implementation of the first Smart Corridor project in Tennessee.

Safety and educational advancements continue to be a top priority under Commissioner Bright's leadership, with a strong focus on TDOT's front line employees. With the implementation of an aggressive internal safety campaign, the department has seen a dramatic decrease in employee injuries. The TDOT ReConnect program will also provide opportunities for employees to advance their education levels and work towards a college degree.

Commissioner Bright spent 36 years working for Brasfield & Gorrie, one of the nation's largest construction firms. In 1998, he opened Brasfield & Gorrie's Nashville-based office. During the 20 years under his leadership, Brasfield & Gorrie's Nashville team completed over \$3 billion in construction and grew to employ over 200 people.

Commissioner Bright is an active member of Nashville's business community, serving on several boards and commissions. He also devotes time to global humanitarian causes, and has participated in several mission trips.

Commissioner Bright received a bachelor's degree in civil engineering from the University of Alabama. He and his wife, Kim, have two sons and are members of Christ Presbyterian Church. In his free time, he enjoys running, golfing, hunting, and fishing.







Department of Veterans Services

The Tennessee Department of Veterans Services (TDVS) serves more than 470,000 veterans and approximately 1.5 million dependents living in Tennessee. There are ten State Veterans Services offices across the state to serve Tennessee's ninety-five counties with assistance to file claims for federal benefits, answer questions about the claims process, and advocate on behalf of stakeholders who are denied federal benefits. TDVS also offers quarterly training to employees and County Service Officers to ensure all personnel assisting veterans and their families have the latest information about changes to laws regarding federal and state benefits. In fiscal year 2019, TDVS and County Service Officer partners filed 12,835 claims that resulted in \$2.3 billion in tax-free federal benefits for veterans and revenue for the state.

Additionally, TDVS manages and operates five State Veterans Cemeteries: two in East Tennessee, one in Middle Tennessee, and two in West Tennessee. During fiscal year 2019, there were 2,445 interments of veterans and dependents in the State's Veterans Cemeteries. The newest cemetery, the Tennessee State Veterans Cemetery at Parkers Crossroads, was completed in 2018.

In 2012, the department developed the state's first standard operating procedure for casualty assistance and notification. The policy allows TDVS to assist casualty officers and surviving family members and to coordinate with other state agencies in the response to honor and remember Tennessee service members killed in combat. The department is also the Governor's designee to present the Tennessee Fallen Heroes Medal to service members killed in combat after July 1, 2011.

TDVS is a liaison for the four existing Tennessee State Veterans Homes. The department also organizes and chairs the Governor's Council for Armed Forces, Veterans, and Their Families.

Tilman Goins, Deputy Commissioner

**Travis Murphy, Assistant Commissioner—
Appeals Division and Middle**

**Patrick Rice, Assistant Commissioner—West
Lorenza Wills, Assistant Commissioner—East**

Mission

The mission of the Tennessee Department of Veterans Services is to serve veterans and their families with compassion and dignity as an entrusted advocate.

About the Agency

Commissioner:

Courtney Rogers

312 Rosa L. Parks Avenue
13th Floor, Tennessee Tower

Nashville, TN 37243

(615) 741-2345

TN.gov/veteran



Tennessee Tower

Statistics

- Year Established: 1945
- Employees: 105
- Serves more than 470,000 veterans and approximately 1.5 million dependents living in Tennessee
- Filed 12,835 claims that resulted in \$2.3 billion in tax-free federal benefits to veterans
- Provided 2,445 interments of veterans and dependents in the state's Veterans Cemeteries

History

In 1921, an Ex-Serviceman's Bureau was established. Due to the small agency's inability to provide adequate service for the increase of veterans after World War II, in 1945, the General Assembly created the Tennessee Department of Veterans Services to provide statewide services. The department was originally placed under the governor's office in 1959 as a staff division and once again established as a department in 1975. The General Assembly authorized the department to establish state veterans cemeteries in 1987. Legislation was approved in 1988 to establish state veterans homes under the direction of a board of directors appointed by the Governor. In 1991, the department was mandated to train and accredit county-employed Veterans Service Officers.

Services

Accredited employees represent veterans, their families, and survivors by a power-of-attorney claims system to access earned entitlements and services. Employees file claims and review ratings for compensation, pension, educational allowances, loans, etc., under laws administered by the U.S. Department of Veterans Affairs. Counseling and referrals are provided for services and benefits available through federal, state, and local laws. Representation is provided to veterans and their families in the presentation, proof, and establishment of all claims. Employees assist veterans in obtaining a variety of services, such as health care, military discharge review, employment referrals, housing, rehabilitation, training, and education. A Constituent Services Representative answers and tracks customer calls, emails, and letters—which number in the thousands each year. Training Officers conduct four quarterly claims assistance training sessions, state-mandated employee training, professional development training, and Title VI training for department employees. Veterans Outreach Coordinators located in each region of the state partner with 91 college campus partners to recruit, retain, and graduate student veterans in Tennessee. These coordinators also work with employer partners and conduct faith-based outreach initiatives.

Five State Veterans Cemeteries provide interments and perpetual care for eligible veterans and their dependents. The Tennessee State Veterans Cemetery at Parkers Crossroads opened in 2018 to serve rural West Tennesseans.

State Veterans Cemeteries

Knoxville

East Tennessee
5901 Lyons View Pike
Knoxville, TN 37919
(865) 577-3228

Memphis

West Tennessee
4000 Forest Hill/Irene Road
Memphis, TN 38125
(901) 543-7005

East Tennessee

2200 East Governor John Sevier
Highway
Knoxville, TN 37920
(865) 577-3228

Nashville

Middle Tennessee
7931 McCrory Lane
Nashville, TN 37221
(615) 532-2238

Parkers Crossroads

693 Wildersville Road
 Parkers Crossroads, TN 38388
 (731) 967-4127

State Veterans Services Offices (East)**Chattanooga**

5726 Marlin Road
 Suite 513
 Chattanooga, TN 37411
 (423) 634-6488

Knoxville

9047 Executive Park Drive
 Suite 208
 Knoxville, TN 37923
 (865) 594-6160

Crossville

60 Ridley Road
 Suite 10
 Crossville, TN 38555
 (931) 707-9225

Mountain Home

James H. Quillen VA Medical Center
 69 Dogwood Drive
 Johnson City, TN 37684
 (423) 434-3008

State Veterans Services Offices (Middle)**Murfreesboro**

Alvin C. York VA Medical Center
 3400 Lebanon Pike,
 Building 7, Room G-39
 Murfreesboro, TN 37129
 (615) 849-0736

Appeals Division

110 9th Avenue South
 Room C-166
 Nashville, TN 37243
 (615) 695-6385

Nashville

VA Medical Center
 1310 24th Avenue South
 Rooms G116, G117, G118
 Nashville, TN 37212
 (615) 741-9875

Fort Campbell, KY

5668 Wickham Avenue
 Fort Campbell, KY 42223
 (931) 431-3784

State Veterans Services Offices (West)**Jackson**

225 Dr. Martin Luther King Jr., Drive
 Suite 110
 Jackson, TN 38301
 (731) 423-6569

Memphis

VA Medical Center
 1030 Jefferson Avenue
 Memphis, TN 38104
 (901) 578-4024

State Veterans Homes

Murfreesboro

Tennessee State Veterans Home
Murfreesboro
345 Compton Road
Murfreesboro, TN 37130
(615) 895-8850

Knoxville

Senator Ben Atchley Veterans Home
1 Veterans Way
Knoxville, TN 37931
(865) 862-8100

Humboldt

W.D. "Bill" Manning Veterans Home
2865 Main Street
Humboldt, TN 38343
(731) 784-8405

Clarksville

Brigadier General Wendell H. Gilbert
Tennessee State Veterans Home
250 Arrowood Drive
Clarksville, TN 37042
(931) 245-4700

Commissioner Courtney Rogers

Tennessee Department of Veterans Services

Commissioner Rogers joined the Tennessee Department of Veterans Services in January 2019 with 28 years of combined military experience in the U.S. Air Force and Tennessee National Guard. In 2013, Rogers retired from the Tennessee National Guard as a Lieutenant Colonel. Prior to joining the department, she served three terms as a State Representative for the 45th district with the Tennessee General Assembly.

Rogers is now responsible for the operation of the Tennessee Department of Veterans Services and its State Veterans Services Offices, Appeals Division, and five State Veterans Cemeteries. She is an ex officio voting member of the Tennessee State Veterans Home Board, which oversees four existing State Veterans Homes and plans for future homes in Tennessee.

Since her appointment, Rogers has expanded the reach of the department to encompass employment and faith-based initiatives and emphasized partnerships with state departments, county partners, and veteran services organizations.

Rogers was commissioned into the U.S. Air Force following graduation from the University of Southern California. She went on to earn her master's in Public Administration from the University of Central Michigan. She is a graduate of Squadron Officer School, Air Command, and Air War College.

Rogers served in Operation Just Cause in Panama and was named Targeting Officer of the Year for her service.





SERVED IN WORLD WAR II FOR COURAGE

Fallen Heroes of Tennessee

Throughout the course of human history, there has been no greater sacrifice than to lay down one's life for the cause of freedom and liberty—defending freedom for family at home and advancing liberty for oppressed friends abroad. During times of both conflict and peace, Tennesseans have continued to lead our nation with this spirit of volunteerism. Our opportunity to enjoy the blessings of our great state and nation is a result of the dedication of these great patriots to a cause higher than themselves. We must never forget the sacrifice of these fallen heroes as well as the sacrifice of their families and communities who feel the impact of this loss most.

From the dedication of the 2009–2010 Blue Book. Tre Hargett, Secretary of State.

Name	Age	Hometown
Army Master Sergeant Jefferson Donald Davis	39	Watauga
Marine Corps Lance Corporal Patrick Ray Nixon	21	Gallatin
Army Specialist Thomas Arthur Foley, III	23	Dresden
Army National Guard Sergeant Roger Dale Rowe	54	Bon Aqua
Army National Guard Staff Sergeant David L. Loyd	44	Jackson
Army Sergeant Kenneth W. Harris, Jr.	23	Charlotte
Army Sergeant First Class William M. Bennett	35	Seymour
Army Second Lieutenant Richard Torres	25	Clarksville
Army Lieutenant Colonel Kim S. Orlando	43	Clarksville
Army Staff Sergeant Morgan DeShawn Kennon	23	Memphis
Army National Guard Staff Sergeant Nathan J. Bailey	46	Nashville

Name	Age	Hometown
Army Chief Warrant Officer Alexander S. Coulter	35	Bristol
Army National Guard Sergeant First Class Gregory B. Hicks	35	Duff
Army Chief Warrant Officer 2 Michael T. Blaise	29	Clarksville
Marine Corps Captain Brent L. Morel	27	Martin
Army Staff Sergeant Don Steven McMahan	31	Nashville
Navy Petty Officer Second Class Christopher E. Watts	28	Knoxville
Army Specialist Ervin Caradine, Jr.	33	Memphis
Army Staff Sergeant Todd E. Nunes	29	Chapel Hill
Marine Corps Lance Corporal Jeremiah E. Savage	21	Livingston
Air Force Senior Airman Pedro I. Espaillat, Jr.	20	Columbia
Marine Corps Private First Class Daniel B. McClenney	19	Shelbyville
Marine Corps Lance Corporal Timothy R. Creager	21	Millington
Army Sergeant First Class Robert K. McGee	37	Antioch
Army Private First Class David L. Potter	22	Johnson City
Marine Corps Corporal Brad P. McCormick	23	Allons
Army Specialist Marco D. Ross	20	Memphis

Name	Age	Hometown
Army Specialist 4 Brandon M. Read	21	Greeneville
Marine Corps First Lieutenant Andrew K. Stern	24	Germantown
Army Private First Class James W. Price	22	Cleveland
Marine Corps Lance Corporal Steven C. Tyler Cates	22	Mt. Juliet
Marine Corps Sergeant Morgan W. Strader	23	Crossville
Army Private First Class George D. Harrison	22	Knoxville
Marine Corps Lance Corporal Joshua W. Dickenson	25	Lafayette
Army Specialist 4 Cory M. Hewitt	26	Dover
Army National Guard Sergeant Paul W. Thomason, III	37	Talbot
Army National Guard Sergeant First Class Stephen C. Kennedy	35	Oak Ridge
Army National Guard Staff Sergeant Alfred Barton Siler	33	Duff
Army National Guard Sergeant First Class Mark Oscar Edwards	40	Unicoi
Marine Corps Private First Class Nathan B. Clemons	20	Winchester
Army Master Sergeant Michael L. McNulty	36	Knoxville
Army Sergeant James D. Stewart	29	Chattanooga

Name	Age	Hometown
Army Master Sergeant James W. Ponder, III	36	Franklin
Army National Guard Sergeant James D. Carroll	23	McKenzie
Army Captain Jeremy A. Chandler	30	Clarksville
Army National Guard Staff Sergeant Asbury F. Hawn, II	35	Lebanon
Army National Guard Sergeant Gary L. Reese, Jr.	22	Ashland City
Army National Guard Sergeant Shannon D. Taylor	30	Smithville
Army National Guard Sergeant Joseph D. Hunt	27	Sweetwater
Army National Guard Staff Sergeant Victoir P. Lieurance	34	Seymour
Army Specialist Luke C. Williams	35	Knoxville
Army Sergeant Eric A. Fifer	22	Knoxville
Army National Guard Sergeant Robert Wesley Tucker	20	Hilham
Army Private First Class Brian J. Schoff	22	Manchester
Marine Corps Corporal Rusty L. Washam	21	Huntsville
KY Army National Guard Staff Sergeant Brock A. Beery	30	White House
Marine Corps Corporal David A. Bass	20	Nashville
Army Sergeant First Class Richard J. Herrema	27	Jackson

Name	Age	Hometown
Army Corporal Robbie G. Light	21	Kingsport
Army First Lieutenant Scott M. Love	32	Knoxville
Army National Guard Chief Warrant Officer 3 Wil- liam Timothy Flanigan	37	Milan
Army Private First Class Kevin Finch Edgin	31	Dyersburg
Army Sergeant David M. Hierholzer	27	Lewisburg
Marine Corps Lance Corporal Adam R. Murray	21	Cordova
Army National Guard Sergeant Dustin D. Laird	23	Martin
Marine Corps Lance Corporal James D. Hirlston	21	Murfreesboro
Army Sergeant David T. Weir	23	Cleveland
Marine Corps Captain Robert M. Secher	33	Germantown
Marine Corps Lance Corporal Richard A. Buerstetta	20	Franklin
Marine Corps Lance Corporal Tyler R. Overstreet	22	Gallatin
Army First Lieutenant Michael A. Cerrone	24	Clarksville
Army Private First Class Harry A. Winkler, III	32	Clarksville
Army Staff Sergeant Daniel M. Morris	28	Clinton

Name	Age	Hometown
Army Specialist Dustin M. Adkins	22	Finger
Marine Corps Lance Corporal William C. Koprince, Jr.	24	Lenior City
Marine Corps Lance Corporal William D. Spencer	20	Paris
Army Sergeant John M. Sullivan	22	Hixson
Marine Corps Gunnery Sergeant Terry J. Elliott	34	Middleton
Army Staff Sergeant Terry W. Prater	25	Speedwell
Army Sergeant First Class Benjamin L. Sebban	29	Chattanooga
Marine Corps Staff Sergeant Marcus A. Golczynski	30	Lewisburg
Army Sergeant David Alexander Stephens	28	Tullahoma
Marine Corps Lance Corporal Jeffery A. Bishop	23	Dickson
Army Sergeant Alexander Van Aalten	21	Monterey
Army Sergeant First Class James D. Connell	40	Lake City
Army Private First Class Travis Frederick Haslip	20	Ooltewah
Air Force Senior Airman William N. Newman	23	Kingston Springs
Army First Lieutenant Frank B. Walkup, IV	23	Woodbury
Army Specialist Michelle R. Ring	24	Martin

Name	Age	Hometown
Army National Guard Sergeant Stephen R. Maddies	41	Elizabethton
Army Specialist Justin R. Blackwell	27	Paris
Army Private Jeremy S. Bohannon	18	Bon Aqua
Air Force Sergeant Joey D. Link	29	Portland
Marine Corps Lance Corporal Lance Murphy Clark	21	Cookeville
Army Private First Class Rush M. Jenkins	22	Clarksville
Army Staff Sergeant Jonathan K. Dozier	30	Rutherford
Army Specialist Joshua L. Plocica	20	Clarksville
Army Corporal Jason Dane Hovater	24	Clinton
Marine Corps Sergeant Michael H. Ferschke, Jr.	22	Maryville
Army Captain Darrick D. Wright	37	Nashville
Army Private First Class Christopher T. Fox	21	Memphis
Army Staff Sergeant Timothy H. Walker	38	Franklin
Army Chief Warrant Officer Donald V. Clark	37	Memphis
Army Corporal Keith E. Essary	20	Dyersburg

Name	Age	Hometown
Army National Guard First Lieutenant William E. Emmert	36	Lincoln
Marine Corps Lance Corporal Stephen F. Dearmon	21	Crossville
Army Warrant Officer 1 Judson E. Mount	37	Franklin
Army Specialist Jonathan Charles O'Neill	22	Watertown
Marine Corps Lance Corporal Gregory Alan Posey	22	Knoxville
Army Private Patrick Scott Fitzgibbon	19	Knoxville
Army Specialist Corey J. Kowall	20	Murfreesboro
Army Specialist Russell S. Hercules, Jr.	22	Murfreesboro
Army Private First Class Brandon A. Owens	21	Memphis
Army Sergeant First Class Jason O.B. Hickman	35	Kingsport
Army Staff Sergeant Daniel D. Merriweather	25	Collierville
Navy Petty Officer Second Class Xin Qi	25	Cordova
Army Staff Sergeant Rusty Hunter Christian	24	Greeneville
Army National Guard Captain Marcus R. Alford	28	Knoxville
Army National Guard Chief Warrant Officer 2 Billie Jean Grinder	25	Gallatin
Army Sergeant First Class Carlos M. Santos-Silva	32	Clarksville

Name	Age	Hometown
Army Private First Class Jonathan David Hall	23	Chattanooga
Army Specialist Jeremy Lynn Brown	20	McMinnville
Army Private First Class Billy G. Anderson	20	Alexandria
Air Force Senior Airman Benjamin D. White	24	Erwin
Army Sergeant Israel P. O'Bryan	24	Newbern
Army Private First Class Robert Kelsey Levi Repkie	20	Knoxville
Marine Corps Lance Corporal Daniel Gabriel Raney	21	Pleasant View
Army Specialist Michael Lane Stansbery, Jr.	21	Mt. Juliet
Marine Corps Private First Class Vincent Emmanuel Gammone, III	19	Christiana
Marine Corps Corporal Kristopher Daniel Greer	25	Ashland City
Army Sergeant Patrick Keith Durham	24	Chattanooga
Army Specialist Nathan Edward Lillard	26	Knoxville
Army Private First Class David D. Finch	24	Bath Springs
Marine Corps Sergeant Garrett A. Misener	25	Cordova
Air Force Airman First Class Christoffer P. Johnson	20	Clarksville

Name	Age	Hometown
Marine Corps Lance Corporal Andrew P. Carpenter	27	Columbia
Air Force Lieutenant Colonel Frank D. Bryant, Jr.	37	Knoxville
Marine Corps Sergeant Kevin Brian Balduf	27	Nashville
Navy Petty Officer First Class (SEAL) Aaron Carson Vaughn	30	Union City
Marine Corps Lance Corporal Franklin Namon Watson	21	Vonore
Army Captain Joshua Sean Lawrence	29	Nashville
Army Sergeant First Class Dennis R. Murray	38	Red Boiling Springs
Army Specialist Jason Kyle Edens	22	Franklin
Army Sergeant Jacob Michael Schwallie	22	Clarksville
Army Staff Sergeant Christopher Michael Ward	24	Oak Ridge
Army Warrant Officer Sean W. Mullen	39	Adams
MS Army National Guard Staff Sergeant Stephen Michael New	29	Bartlett
Army Staff Sergeant Daniel Tyler Lee	28	Crossville
Army Sergeant First Class Jeremy W. Griffin	40	Greenbrier

Military personnel are listed in chronological order by date of casualty.

The list is current as of October 15, 2019, as provided by the Tennessee Department of Veterans Services. All of the service members listed in the Fallen Heroes section were killed in action casualties which were combat-related on foreign soil (in a theater of combat operations) since 2001 (War on Terror).



Agencies, Boards, and Commissions

Tennessee Alcoholic Beverage Commission

500 James Robertson Parkway
3rd Floor, Davy Crockett Tower
Nashville, TN 37243
(615) 741-1602
TN.gov/abc

Russell Thomas, Executive Director

The Tennessee Alcoholic Beverage Commission regulates all businesses involved in the transportation, manufacture, sale, and/or dispensing of alcoholic beverages. Its oversight includes, but is not limited to, suppliers of alcoholic beverages, wholesalers, retail package stores, retail food stores that sell wine, and liquor-by-the-drink establishments. This agency issues licenses to these businesses and permits to their employees. In addition, it oversees the Server Training Program, the Responsible Vendor Program, and the direct shipment of alcoholic beverages to Tennessee residents. The commission also has jurisdiction over any felonious criminal activity arising from its core jurisdiction.

The vision of the Tennessee Alcoholic Beverage Commission is to be the most fair, effective, and responsible state regulators of the alcoholic beverage industry in the country. The mission of the Tennessee Alcoholic Beverage Commission is to protect the public welfare by regulating the alcoholic beverage industry in an objective, transparent, and consistent manner while enforcing and applying the laws of Tennessee.

Tennessee Arts Commission

401 Dr. Martin Luther King Jr. Boulevard
Nashville, TN 37243
(615) 741-1701
tnartscommission.org

Anne B. Pope, Executive Director

The Tennessee Arts Commission was created in 1967 by the Tennessee General Assembly with the special mandate to stimulate and encourage the presentation of the visual, literary, musical, and performing arts and to encourage public interest in the cultural heritage of Tennessee.

The mission of the Tennessee Arts Commission is to cultivate the arts for the benefit of all Tennesseans and their communities.

Through a variety of investments, the Tennessee Arts Commission builds better communities by:

- Investing in Tennessee's nonprofit arts industry to enhance cultural life
- Serving citizens, artists, and arts and cultural organizations
- Supporting arts education to increase student outcomes
- Undertaking initiatives that address public needs through the arts

Tennessee Board of Parole

404 James Robertson Parkway, Suite 1300
Nashville, TN 37243
(615) 741-1150
TN.gov/bop

Richard Montgomery, Chairman
Jim Purviance, Executive Director

The Tennessee Board of Parole is an independent, autonomous seven-member board appointed by the Governor. By statute, the board has the authority to parole eligible offenders who have served a certain percentage of their sentences. It also has the authority to revoke parole privileges if offenders do not comply with supervision rules and standards set forth for them upon their release. The agency provides services to victims of crime as they navigate the parole hearing process. The board also considers requests for executive clemency and makes recommendations on those requests to the Governor.

Some parole hearings are conducted by hearings officers. They make non-binding recommendations for review by board members. For more serious offenses, board members conduct the hearings. Only board members can make parole decisions.

The Board of Parole promotes and supports lawful behavior, education, and evidence-based programs that can minimize the risk of repeat offenses. The board's members and staff work closely with the court systems, the Department of Correction, and law enforcement agencies. They also work collaboratively with a variety of community programs whose goals are to reduce crime, guide offenders through rehabilitation, and assist crime victims. Through this coordinated effort, the board strives to protect public safety.

Tennessee Bureau of Investigation

901 R.S. Gass Boulevard
Nashville, TN 37216
(615) 744-4000
TN.gov/tbi

David B. Rausch, Director

The State Legislature established the Tennessee Bureau of Investigation (TBI) as an independent agency in 1980. As the state's primary criminal investigative agency, TBI is responsible for assisting local law enforcement with major crimes, as well as launching its own special investigations into illegal drugs, cybercrimes targeting children, human trafficking, fugitives, public corruption, official misconduct, organized crime, domestic terrorism, gambling, Medicaid fraud, and patient abuse. TBI has the statutory authority to investigate any criminal violation at the request of the District Attorney General in the judicial district where the crime occurred. The Bureau also manages a number of high-profile programs, including the TBI Top Ten Most Wanted, the AMBER Alert program, the statewide Sex Offender Registry, and the Tennessee Dangerous Drugs Task Force. TBI headquarters houses the state's Fusion Center, a law enforcement intelligence-sharing unit that provides information and support to law enforcement agencies.

TBI manages the state's three forensic crime labs, which conduct tests on approximately 90,000 pieces of evidence for 61,000 cases annually. The total number of tests conducted in a year is more than 413,000.

TBI has been designated to coordinate the gathering, analysis, and dissemination of state and local criminal justice statistics, providing data to the Governor, General Assembly, and all law enforcement agencies with the annual publishing of "Crime in Tennessee." Additional responsibilities include instant background checks for gun purchases and statewide criminal background checks to the public for a fee. Continuing education is also a priority, with TBI conducting specialized training for more than 8,500 law enforcement personnel in Tennessee annually.

The director of TBI is appointed to a six-year term by the Governor. Current Director David B. Rausch is a graduate of several prestigious law enforcement and leadership training programs, including the thirty-sixth session of the FBI's National Executive Institute. He also serves as an adjunct faculty member of Bethel University's College of Professional Studies Online Criminal Justice Program.

TBI employs more than 550 people statewide, half of whom are commissioned officers.

Tennessee Commission on Aging and Disability

502 Deaderick Street
9th Floor, Andrew Jackson Building
Nashville, TN 37243
(615) 741-2056
TN.gov/aging

Jim Shulman, Executive Director

The Tennessee Commission on Aging and Disability was created by the Tennessee General Assembly in 1963. The commission is the designated state unit on aging and is mandated to provide leadership relative to all aging issues on behalf of older persons in this state. The commission administers the federal funds provided by the Older Americans Act. In 2001, the Legislature expanded the authority of the commission to provide services to adults with disabilities under age sixty.

The Older Americans Act provides federal funds for administration and direct services. These services include congregate and home-delivered meals, protection of elder rights, in-home care, senior centers, transportation, and family caregiver services. The commission administers federal funds to operate the State Health Insurance Assistance Program, which provides consumer education and counseling about Medicare. The commission also administers state funds for multipurpose senior centers, public guardianship, and the OPTIONS program, which includes homemaker and personal care services as well as home-delivered meals.

The commission works in partnership with nine area agencies on aging and disability across the state. Each agency is the principal agent of the commission for carrying out the mandates of the Older Americans Act. Each area agency serves as the focal point for all issues relative to the welfare of older persons in its respective planning district. Area agencies perform a wide range of activities related to advocacy, planning, coordination, interagency linkages, information sharing, brokering, monitoring, and evaluation. These activities lead to the development or enhancement of comprehensive and coordinated community-based systems that serve all communities.

The commission also provides leadership and advocacy on emerging initiatives such as: livable communities, volunteer senior transportation, affordable senior housing, elder abuse prevention, and food insecurity.

Tennessee Commission on Children and Youth

502 Deaderick Street
9th Floor, Andrew Jackson Building
Nashville, TN 37243
(615) 741-2633
TN.gov/tccy

Richard Kennedy, Executive Director

The Commission on Children and Youth is an independent state agency with the primary mission of advocacy for improving the quality of life for children and families. The Commission collects and disseminates information on children and families for the planning and coordination of policies, programs, and services.

The Commission engages in state budget advocacy; provides guidance on pending state legislation affecting children and families; produces and distributes an annual *KIDS COUNT: The State of the Child in Tennessee Policy and Issue Guide*; conducts resource mapping of expenditures for children and families through the state budget; administers the federal Juvenile Justice and Delinquency Prevention Act funds in Tennessee and state Court Appointed Special Advocate funds; engages in advocacy at the federal level on these issues; and has an ombudsman program for children involved with the child welfare and juvenile justice systems.

The Commission staffs and coordinates nine regional councils on children and youth that address local needs, provide organizational structure for statewide networking on behalf of children and families, and provide local input to the commission. The Commission also has administrative responsibility for and staffs the Council on Children's Mental Health to plan for implementation of a system of care for children's mental health services; the Second Look Commission, which reviews cases of children who have experienced second or subsequent incidents of severe abuse to identify recommendations for improving the system; the Youth Transitions Advisory Council, which brings together stakeholders to improve services and supports for young adults transitioning from state custody and from child- to adult-serving systems; and the Home Visiting Leadership Alliance, which brings together home visiting providers to strengthen partnership and development opportunities, improve and coordinate data collection and communications regarding the value of home visiting, and support coordinated advocacy efforts for quality home visiting programs. The Commission serves in a leadership role for *Building Strong Brains: Tennessee's ACEs Initiative* and provides training, information, and advocacy regarding strategies to prevent and mitigate the impact of adverse childhood experiences.

There has been a statutory commission created by the General Assembly to focus on Tennessee children since 1955. The policy-making body for the Commission is a twenty-one-person board whose members are appointed by the Governor. At least one member is appointed from each of Tennessee's nine development districts. The membership of the Commission consists of twenty percent youth members, in order to meet the requirements for a State Advisory Group for administration of federal juvenile justice funds.

Tennessee Corrections Institute

500 James Robertson Parkway
 4th Floor, Davy Crockett Tower
 Nashville, TN 37243
 (615) 741-3816
 TN.gov/commerce/corrections-institute
William Wall, Executive Director

The Tennessee Corrections Institute (TCI) is required under the authority of Tenn. Code Ann. § 41-4-140, to establish minimum standards for all adult local (municipal, county, metro government, and privately contracted local facilities) jails, lock-ups, workhouses, and detention and correctional facilities in the state. The agency is also, by law, responsible for conducting an annual inspection of each facility in accordance with these standards. The TCI Board of Control is charged with determining the annual certification of the aforementioned correctional facilities that meet all applicable standards upon review of all inspection reports. The agency is also required by law to provide and/or approve all annual basic and in-service training and certification of all correctional personnel whose duties include the industry, custody, or treatment of prisoners at the aforementioned local level. The agency is also mandated to provide technical assistance and support services for local, municipal, county, and metro government correctional facilities in Tennessee. TCI is also required, under the authority of Tenn. Code Ann. § 41-7-103, to conduct studies and research in the area of local adult corrections in order to make recommendations to the Governor, the commissioner of Correction, and the General Assembly.

The TCI Board of Control can also grant waivers for pre-employment requirements for local adult correctional officers, per Tennessee Rules and Regulations 1400-04-.01 and 1400-04-.02.

Tennessee Education Lottery Corporation

One Century Place
 26 Century Boulevard, Suite 200
 Nashville, TN 37214
 (615) 324-6500
 tnlottery.com
Susan Lanigan, Chairman
Rebecca Hargrove, President and CEO

In November 2002, Tennessee voters approved a referendum to amend the state Constitution to authorize the establishment of a lottery. In May 2003, the General Assembly passed legislation creating the Tennessee Education Lottery Corporation. In June of the same year, the Governor appointed a seven-member board to oversee the corporation's operations.

The Tennessee Constitution requires all Lottery profits go to specific higher education scholarships, and excess profits may be used for early learning programs and K-12 capital outlay projects. Lottery proceeds have funded more than one million scholarships and grants, hundreds of after-school programs, and energy efficient projects for K-12 schools. The HOPE Scholarship program has gradually expanded to include a variety of educational awards, including Tennessee Promise and Tennessee Reconnect, which give high school graduates and adults the opportunity to attend

a community college or Tennessee College of Applied Technology tuition-free for up to two years.

The Tennessee Education Lottery Corporation operates entirely from the revenue it generates through the sale of its products. From its launch on Jan. 20, 2004, through June 30, 2017, the Lottery raised more than \$4 billion for education-related programs, paid more than \$11.5 billion in prizes to players and more than \$1 billion to retailers in commissions. The corporation maintains four district offices throughout the state and is headquartered in Nashville.

Tennessee Health Services and Development Agency

502 Deaderick Street
9th Floor, Andrew Jackson Building
Nashville, TN 37243
(615) 741-2364
TN.gov/hsda

Logan Grant, Executive Director

The Tennessee Health Services and Planning Act of 2002 (Public Chapter 780, Acts of 2002) authorized the creation of the Health Services and Development Agency. The Agency is an independent body responsible for implementing the public policy of the state related to the establishment and modification of health care institutions, facilities, and services. That policy requires that needed institutions, facilities, and services be developed in an orderly and economical manner. Prior to July 2002, the Health Facilities Commission performed these duties.

The certificate of need process is used to implement this public policy. A certificate of need is a permit for the establishment or modification of health care institutions and the initiation of certain services that impact health care availability and utilization. The process is designed to promote access to high-quality facilities and services, prevent unnecessary duplication of services, guide the establishment of facilities and services that best serve public needs, and promote cost savings. The state health plan provides guidance on these issues.

Public Chapter 1043 of the Acts of 2016 made significant changes to the certificate of need process including adding accountability factors regarding quality standards, continuing need, and quality measures.

The Agency meets bimonthly in an open forum to consider certificate of need applications based upon the general criteria of need, economic feasibility, quality standards, and contribution to the orderly development of health care. Certificate of Need decisions are made by an 11-member board consisting of three consumers, five health care industry representatives, and three state officials.

Tennessee Historical Commission

State Historic Preservation Office
2941 Lebanon Pike
Nashville, TN 37214
(615) 532-1550

TN.gov/environment/about-tdec/tennessee-historical-commission

E. Patrick McIntyre, Jr., Executive Director

The Tennessee Historical Commission (THC) is responsible for recording, preserving, and interpreting the history of Tennessee. THC promotes historical preservation through the selection of and research on historical sites. It also administers state-owned historic properties and all programs established under the National Historic Preservation Act of 1966.

Tennessee Housing Development Agency

502 Deaderick Street
3rd Floor, Andrew Jackson Building
Nashville, TN 37243
(615) 815-2200
thda.org

Ralph M. Perrey, Executive Director

Established in 1973, the Tennessee Housing Development Agency (THDA) operates a wide range of state and federal programs that assist more than 150,000 Tennessee households every year. The agency receives no state tax dollars but is authorized to sell tax-exempt notes and bonds. This revenue allows THDA to offer mortgage loans to qualified homebuyers within certain income limits, as well as financial aid toward certain loan expenses including the down payment. In turn, the mortgage loan program generates enough revenue to cover the agency's operating budget and replenish the Tennessee Housing Trust Fund each year.

THDA uses the Tennessee Housing Trust Fund to provide millions of dollars in grants to municipal government agencies and local nonprofits that manage housing-related programs for Tennesseans in need. Additional revenue from THDA's mortgage loan program is used to maintain a statewide network of homebuyer education and foreclosure prevention counselors and to manage TNHousingSearch.com, an online resource for Tennesseans in search of affordable housing.

In addition, THDA manages nine federal programs at the state level, including authorizing federal tax credits and tax-exempt bonds to finance the construction and preservation of affordable rental properties. In 72 counties, THDA runs the Section 8 Housing Choice Voucher program to subsidize the monthly housing costs of Tennesseans of low income. Other federal programs include weatherization and energy assistance grants.

THDA is governed by a Board of Directors appointed by the Governor, Speaker of the Senate, and Speaker of the House. The State's constitutional officers and the Commissioner of Finance and Administration serve as ex officio members.

Tennessee Human Rights Commission

Central Office
312 Rosa L. Parks Avenue
23rd Floor, Tennessee Tower
Nashville, TN 37243
(615) 741-5825 | (800) 251-3589
(866) 856-1252 (Español)
TN.gov/humanrights

Beverly L. Watts, Executive Director

The Tennessee Human Rights Commission is an independent state agency created in 1963 to encourage, promote, and advise the public of their human rights. In 1978, the Commission transformed into an enforcement agency through the passage of the Tennessee Human Rights Act (THRA), and, later, the Tennessee Disability Act (TDA), which together prohibit discrimination in housing, employment, and public accommodation on the basis of race, color, creed, national origin, religion, sex, disability, familial status (housing only), and age (over forty in employment). The Commission also ensures the state's compliance with Title VI of the Civil Rights Act of 1964 (Title VI), which prohibits discrimination based on race, color, and national origin by state agencies receiving federal financial assistance. The Commission has workshare agreements with the Equal Opportunity Employment Commission (EEOC) and the Department of Housing and Urban Development (HUD). These workshare agreements provide the Commission with authority to investigate discrimination claims filed under Title VII of the Civil Rights Act of 1964 and the Fair Housing Act of 1968, as amended. The Commission's mission is to safeguard individuals from discrimination through enforcement and education.

The Commission is governed by a nine-member board of commissioners serving staggered six-year terms and appointed by the Governor, the Lt. Governor, and the Speaker of the House of Representatives, to represent the three Grand Divisions of the state. A twenty-nine-member staff of investigators, attorneys, and other professional support personnel carry out the day-to-day duties of conducting thorough investigations and educating the public about their rights and responsibilities. Staff duties include the receipt, investigation, and, when necessary, litigation of discrimination complaints. When parties agree, the Commission conducts mediation and conciliation as means to resolve complaints. It also provides technical assistance to state agencies for complying with Title VI and educating the public about their rights and responsibilities under the THRA and TDA laws. The Tennessee Human Rights Commission maintains its central office in Nashville and has regional offices in Knoxville, Chattanooga, and Memphis.

Tennessee Peace Officer Standards and Training Commission

LETA Facilities
 3025 Lebanon Pike
 Nashville, TN 37214
 (615) 741-4461
 TN.gov/commerce/post
Brian Grisham, Executive Secretary

Established by Chapter 455 of the 1981 Acts, the Peace Officer Standards and Training (POST) Commission is charged, under Tenn. Code Ann. § 38-8-104, with the establishment, implementation, and maintenance of uniform standards for the employment, training, and administration of supplemental incomes of all local law enforcement officers in Tennessee and certain state law enforcement agencies.

This fourteen-member Commission consists of citizens, law enforcement officials, one member from the Senate, and one member from the House of Representatives, as specified by Tenn. Code Ann. § 38-8-102. In addition, the Commission continually strives for and encourages higher selection, training, and development standards to ensure Tennessee keeps pace with the growing need for more effective and efficient social and law enforcement endeavors.

Tennessee Rehabilitative Initiative in Correction

6185 Cockrill Bend Circle
 Workforce Development Center
 Nashville, TN 37209
 (615) 741-5705
 TN.gov/tricor
David Hart, Chief Executive Officer

The state Legislature established the Tennessee Rehabilitative Initiative in Correction (TRICOR) effective July 1, 1994. TRICOR's mission is "To prepare offenders for success after release." TRICOR is managed by a board of directors consisting of nine individuals appointed by the Governor, with the Commissioner of the Department of Correction serving as an ex officio member. State statute requires that the board consist of individuals with specific and varied backgrounds.

TRICOR is a unique organization operating on a self-sustaining business model using no state-appropriated funds. It generates revenue through three strategic business units: business services, manufacturing, and agriculture. TRICOR operates inside and outside Tennessee prisons and provides products and services to both government and the private-sector organizations.

All offenders participating in TRICOR operations receive career management training to prepare them for a successful transition through the context of work. TRICOR integrates occupational skills development, life skills coaching, cognitive restructuring, and education attainment, offering an opportunity for individual transformation upon release and successful reentry into society.

TRICOR programs assist in reducing the Department of Correction's recidivism rate, saving taxpayer dollars, and increasing public safety.

Tennessee State Board of Education

500 James Robertson Parkway
5th Floor, Davy Crockett Tower
Nashville, TN 37243
(615) 741-2966
TN.gov/sbe

Dr. Sara Morrison, Executive Director

The State Board of Education (SBE)'s vision is to maintain Tennessee's position as the fastest improving state in the nation, as well as to enter the top half of all states on student outcomes by 2020. This means SBE must develop and maintain policies that ensure a primary focus on student success. SBE establishes rules and policies governing all aspects of elementary and secondary education, providing the bridge between the vision for education in Tennessee and the classrooms where our students learn.

SBE is committed to world class academic standards; strong, aligned assessments of academic progress; effective teacher and leader preparation; diverse pathways to career success; educator feedback; and individualized learning. To effectively move forward with these commitments, SBE maintains transparency and openness in all of its work.

Board members and staff work closely with the General Assembly, the Tennessee Department of Education, Tennessee Higher Education Commission, business leaders, and other education stakeholders to oversee the implementation of policies and programs. SBE measures the state's success in preparing all students for postsecondary success by examining key student outcomes, including the postsecondary attendance rate, performance on the ACT and National Assessment of Educational Progress, and other key indicators. SBE provides information and tools to students, parents, teachers, and policy makers, enabling them to deliver the education constitutionally guaranteed to all Tennesseans.

SBE is composed of eleven members representing the diversity of the state—one from each congressional district, along with one student member and the executive director of the Tennessee Higher Education Commission who serves as a non-voting ex officio member.

Tennessee State Museum

1000 Rosa L. Parks Boulevard
Nashville, TN 37208
(615) 741-2692 | (800) 407-4324
TN.gov/museum

Ashley Howell, Executive Director

The Tennessee State Museum, and its military branch in the War Memorial Building, are located in downtown Nashville. One of the largest state museums in the nation, the Tennessee State Museum was created in 1937 to preserve the collections of the state.

The mission of the Tennessee State Museum is to procure, preserve, exhibit, and interpret objects which relate to the social, political, economic, and cultural history of Tennessee and Tennesseans, and to provide exhibitions and programs for the educational and cultural enrichment of the citizens of the state.

In fall of 2018, the Tennessee State Museum opened in a new location on the Bicentennial Mall to present the state's rich history by creating a state-of-the-art educational experience and tourist attraction for the entire state. There is no admission charge for the museum or the military branch.

The museum is governed by the Douglas Henry State Museum Commission, with thirteen voting members, eleven of whom are appointed by the Governor, the Lieutenant Governor, and the Speaker of the House of Representatives. The chairs of the House and Senate Finance Committee or their designees also serve on the Commission, along with the museum's director, who is an ex officio member.

Tennessee Wildlife Resources Agency

Ellington Agricultural Center
5107 Edmondson Pike
Nashville, TN 37211
(615) 781-6500
TN.gov/twra

Ed Carter, Executive Director

The Tennessee Wildlife Resources Agency (TWRA) has the responsibility to preserve, manage, enhance, and protect the state's wildlife resources and their environments. The Agency is also responsible for boating safety. TWRA is governed by a thirteen-member Fish and Wildlife Commission, which includes nine members appointed by the Governor, two appointed by the Speaker of the Senate, and two appointed by the Speaker of the House of Representatives.

Operation of the agency is handled by divisions and sections of the main Nashville office and four regional offices located in Jackson, Nashville, Crossville, and Morristown. The divisions are Wildlife and Forestry Management, Fish Management, Boating and Law Enforcement, Environmental Services, Engineering, Real Estate, Biodiversity, Administrative Services, Information and Education, Information Technology, Human Resources, and Legal Services.

Major functions of the agency include enhancing Tennessee's wildlife and fisheries; law enforcement; operation of shooting ranges, hatcheries, and wildlife management areas; hunter and boating education; conservation education; habitat protection; non-game or endangered species management; access area development; and regulation of hunting seasons and bag limits, fishing regulations, and creel limits.

Volunteer Tennessee

312 Rosa L. Parks Avenue
18th Floor, Tennessee Tower
Nashville, TN 37243
(615) 253-1426
volunteertennessee.net

Jim Snell, Executive Director

Volunteer Tennessee (formerly the Commission on National and Community Service) helps ensure that the Volunteer State lives up to its name through its mission to encourage volunteerism and community service. Volunteer Tennessee pursues this mission through grants, training, and partnerships with service organizations across Tennessee. It administers AmeriCorps, the domestic Peace Corps through which

hundreds of Tennesseans give a year of their lives in service to meet community needs in education, environment, public safety, and human needs in return for help with college or loan repayments. Volunteer Tennessee partners with the Department of Education and Lions Clubs International to support service-learning, a teaching methodology that combines academic and behavioral learning with volunteer service for K–12 youth. Volunteer Tennessee also manages the Governor’s Volunteer Stars Awards. Initiated in 2008, the award program recognizes one youth and one adult volunteer from each participating county in the state.

The National and Community Service Trust Act of 1993 requires states to maintain a bipartisan state citizen service commission in order to qualify for funds from the federal Corporation for National and Community Service. Volunteer Tennessee’s twenty-five-member commission was created in 1994 by Executive Order 55, and it is administratively attached to the Department of Finance and Administration. The Governor appoints the twenty-five commission members to reflect the geographic and cultural diversity of the state.

List of Boards and Commissions

Access TN Board of Directors

Adult Day Care Advisory Committee

Advisory Board for the University of Tennessee at Chattanooga

Advisory Board for the University of Tennessee at Martin

Advisory Board for the University of Tennessee Health Science Center

Advisory Board for the University of Tennessee, Knoxville

Advisory Commission on Intergovernmental Relations (TACIR)

Advisory Committee for Children’s Special Services

Advisory Committee for Purchase from the Blind and Other Severely Disabled

Advisory Committee on Credit Life Insurance

Advisory Council for the Education of Students with Disabilities

Advisory Council on Minority Business Participation

Advisory Council on State Procurement

Advisory Council on Workers’ Compensation

Agricultural Hall of Fame Board

Agriculture Education and Youth Participation Task Force

AIDS Center of Excellence Advisory Committee

Air Pollution Control Board

Alarm Systems Contractors Board

Alcoholic Beverage Commission

Alzheimer’s Disease and Related Dementia Advisory Council

Applied Behavior Analyst Licensing Committee of the Board of Examiners in Psychology

Archaeological Advisory Council

Architects and Engineers Board of Examiners

Assessment Appeals Commission

Auctioneer Commission

Austin Peay State University Board of Directors

Bank Collateral Pool Board
Beech River Watershed Development Authority
Birth Defects Registry Advisory Committee
Board for Licensing Contractors
Board for Licensing Health Care Facilities
Board of Alcohol and Drug Abuse Counselors
Board of Appeals
Board of Athletic Trainers
Board of Boiler Rules
Board of Communication Disorders and Sciences
Board of Cosmetology and Barber Examiners
Board of Court Reporting
Board of Dentistry
Board of Dietitian and Nutritionist Examiners
Board of Dispensing Opticians
Board of Examiners for Land Surveyors
Board of Examiners in Psychology
Board of Examiners Nursing Home Administrators
Board of Funeral Directors and Embalmers
Board of Ground Water Management
Board of Judicial Conduct
Board of Law Examiners
Board of Medical Examiners
Board of Nursing
Board of Occupational Therapy
Board of Optometry
Board of Physical Therapy
Board of Podiatric Medical Examiners
Board of Probation and Parole
Board of Respiratory Care
Board of Social Worker Licensure
Building Finance Committee
Bureau of Ethics and Campaign Finance
Bureau of Investigation Nominating Commission
Carroll County Watershed Authority
Child Abuse Prevention Advisory Board
Child Care Board of Review
Child Fatality Prevention Team
Children's Services Advisory Council
Chiropractic Examiners Board
Chronic Disease Prevention Task Force
Collection Service Board

Commission on Aging and Disability
Commission on Firefighting Personnel Standards and Education
Commission on Holocaust Education
Commissioner's Council on Greenways and Trails
Committee For Clinical Perfusionists
Committee on Postsecondary Educational Institutions
Community Resource Board
Community Services Agency
Compliance Advisory Panel
Corn Promotion Board
Council for Certified Professional Midwifery
Council for Licensing Hearing Instrument Specialists
Council on Children's Mental Healthcare
Dairy Promotion Committee
David Crockett Commission
Dept. of Mental Health and Substance Abuse Services Planning and Policy Council
DIDD Developmental Disabilities Planning and Policy Council
DIDD East Regional Planning and Policy Council
DIDD Family Support State Council
DIDD Middle Regional Planning and Policy Council
DIDD Statewide Planning and Policy Council
DIDD West Regional Planning and Policy Council
Doe Mountain Recreation Authority
Domestic Violence State Coordinating Council
Douglas Henry State Museum Commission
Drug Court Advisory Committee
Dyslexia Advisory Council
East Tennessee State University Board of Trustees
Elder Abuse Task Force
Elevator and Amusement Device Safety Board
Emergency Communications Board
Energy Efficient Schools Council
Family Violence Shelter Advisory Committee
Film, Entertainment and Music Commission
Financial Literacy Commission
Genetics Advisory Committee
Geology Advisory Committee
Governor's Advisory Council for Alternative Education
Governor's Books from Birth Foundation
Governor's Council for Armed Forces, Veterans, and Their Families
Governor's Council for Judicial Appointments
Governor's Criminal Justice Coordinating Council

Governor's Criminal Justice Investment Task Force
Governor's Juvenile Justice Reform Implementation Council
Great Smoky Mountains Park Commission
Health Services and Development Agency
Home Inspector Program Advisory Committee
Homeland Security Council
Human Trafficking Advisory Council
Information Systems Council
Interactive Digital Media Advisory Council
Interagency Coordinating Council for Early Childhood Intervention
Interagency Council on Homelessness
Interstate Compact on Education Opportunities for Military Children
Interstate Mining Compact Commission
Keep Tennessee Beautiful Advisory Council
Land Between the Lakes Advisory Board
LaunchTN
Legislative Sick Leave Bank Advisory Group
Local Development Authority
Local Education Insurance Committee
Local Government Planning Advisory Committee
Locksmith Testing Advisory Board
Lottery Retailer Advisory Board
Massage Licensure Board
Maternal Mortality Review and Prevention Team
Math and English Language Arts Standards Recommendation Committee
Medical Examiners Advisory Council
Middle Tennessee State University Board of Trustees
Military Family Assistance Trust Fund Board
Motor Vehicle Commission
Motorcycle Rider Education and Safety Advisory Committee
Mussel Industry Advisory Committee
Ocoee River Recreation and Economic Development Fund Board
Osteopathic Examination Board
Perinatal Advisory Committee
Pest Control Board
Pharmacy Board
Physician Assistants Committee
Polysomnography Professional Standards Committee
Post-Conviction Defender Oversight Commission
Prevailing Wage Commission
Private Investigation and Polygraph Commission
Private Probation Services Council

Professional Counselors, Marital & Family Therapists, Clinical Pastoral Therapists Board
Real Estate Appraiser Commission
Real Estate Commission
Regional Transportation Authority Board
Registry of Election Finance
Rehabilitation Center Network State Advisory Board
Rehabilitative Initiative in Correction Board (TRICOR)
Sam Davis Memorial Association Board of Trustees
Science Standards Recommendation Committee
Selection Panel for TennCare Reviewers
Sex Offender Treatment Board
Sexual Assault Program Advisory Committee
Sick Leave Bank Board of Trustees
Social Studies Standards Recommendation Committee
Soil Scientists Advisory Committee
Solid Waste Disposal Control Board
Southern Regional Education Compact
Soybean Promotion Board
Star Quality Advisory Council
State Board of Accountancy
State Board of Education
State Board of Equalization
State Capitol Commission
State Election Commission
State Energy Policy Council
State Rehabilitation Council
State Soil Conservation Commission
State Textbook and Instructional Materials Quality Commission
State Workforce Development
Statewide Independent Living Council
Taxpayer Agent Regulatory Panel
TennCare Pharmacy Advisory Committee
Tennessee Academic Standards Recommendation Committee
Tennessee Advisory Committee for Acupuncture
Tennessee Aeronautics Commission
Tennessee Arts Commission
Tennessee Athletic Commission
Tennessee Beef Council
Tennessee Board of Regents
Tennessee Board of Water Quality, Oil and Gas
Tennessee Bureau of Investigation (TBI)
Tennessee Career and Technical Education Council

Tennessee Central Economic Authority
Tennessee Children and Youth Commission
Tennessee Claims Commission
Tennessee Commission on Pain and Addiction Medicine Education
Tennessee Consolidated Retirement System Board of Trustees
Tennessee Corrections Institute
Tennessee Corrections Institute Board of Control
Tennessee Council for Interstate Adult Offender Supervision
Tennessee Council for the Deaf, Deaf-Blind, and Hard of Hearing
Tennessee Council on Autism Spectrum Disorder
Tennessee Council on Developmental Disabilities
Tennessee Duck River Development
Tennessee Education Lottery Corporation Board of Directors
Tennessee Education Lottery Corporation Sports Wagering Advisory Council
Tennessee Emergency Medical Services Board
Tennessee Ethics Commission
Tennessee Executive Residence Foundation II
Tennessee Fish and Wildlife Commission
Tennessee Forestry Commission
Tennessee Governor's Citizen Corps Advisory Committee
Tennessee Heritage Conservation Trust Fund Board
Tennessee Higher Education Commission
Tennessee Highway Officials Certification Board
Tennessee Historical Commission
Tennessee Historical Records Advisory Board
Tennessee Housing Development Agency
Tennessee Human Rights Commission
Tennessee Medical Laboratory Board
Tennessee Occupational Safety and Health (OSHA) Review Commission
Tennessee Peace Officers Standards and Training Commission (P.O.S.T.)
Tennessee Performing Arts Center Foundation Board
Tennessee Performing Arts Center Management Corporation Board of Directors
Tennessee Promise Trust Board
Tennessee Public Utility Commission
Tennessee Radiologic Imaging and Radiation Therapy Board of Examiners
Tennessee Regional Megasite Board of Directors
Tennessee Residence Commission
Tennessee Second Look Commission
Tennessee Sports Hall of Fame
Tennessee State Fair and Exposition Commission
Tennessee State School Bond Authority
Tennessee State University Board of Trustees

Tennessee State Veterans' Homes Board
Tennessee STEM Advisory Council
Tennessee Student Assistance Corporation
Tennessee Suicide Prevention Network Advisory Council
Tennessee Technological University Board of Trustees
Tennessee Technology Corridor Development Authority
Tennessee Tombigbee Waterway Development Authority
Tennessee Traumatic Brain Injury Advisory Council
Tennessee Wildlife Resources Agency
Towing Advisory Board
Transportation Coordination Committee
Trial Court Vacancy Commission
Underground Storage Tanks and Solid Waste Disposal Control Board
Underground Utility Damage Enforcement Board
Unemployment Compensation Advisory Council
Uniform Legislation Commission
University of Memphis Board of Trustees
University of Tennessee Board of Trustees
Utility Management Review Board
Veterinary Medical Examiners Board
Viticulture Advisory Board
Volunteer Tennessee
Water and Wastewater Financing Board
Water and Wastewater Operators Certification Board
West Tennessee River Basin Authority
West Tennessee Seismic Safety
Workers' Compensation Medical Advisory Committee
Workers' Compensation Medical Payment Committee

